CANADIAN URBAN INSTITUTE
INTERNATIONAL PROGRAMS OFFICE

INTERNATIONAL ASSISTANCE PROGRAM ON STRATEGIC URBAN MANAGEMENT
(1995-1998)

FINAL REPORT: SUMMARY

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CANADIAN URBAN INSTITUTE
INTERNATIONAL PROGRAMS OFFICE

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FINAL REPORT: SUMMARY

1.0 BACKGROUND

In 1995, based on the success of our technical cooperation approach and capacity, the Canadian International Development Agency's Canadian Partnership Branch moved the Canadian Urban Institute (CUI) from project-specific to a program-based funding arrangement. Since then, the CUI has been managing the three-year, $1.4 million *International Assistance Program on Strategic Urban Management* (IAPSUM). This technical cooperation program has been focused on the promotion of good governance by strengthening the capacity of local authorities to manage their affairs based on principles of sustainable development: economic efficiency, environmental integrity and democratic decision-making. The geographic focus of IAPSUM has been Latin America and southern Asia.

The program has addressed CIDA's six priorities. The primary focus has been on the promotion of democracy and good governance. The program has also addressed in a significant way the environment and sustainable development, and women in development. Our experience also indicates that, by implementing a multi-stakeholder strategy development process, the program can make a meaningful contribution towards poverty reduction, the development of infrastructure services and private sector development.

The program has been guided by six objectives:

(1) To establish a legitimate and workable management structure to effectively implement each project.

(2) To facilitate the creation of a multi-stakeholder strategy development process.

(3) To strengthen skill capacities of recipient organizations.

(4) To promote broad-based stakeholder/community awareness and provide mechanisms for public feedback and input.

(5) To promote linkages between Canadian and recipient country organizations for professional and business purposes. This includes identifying opportunities for the provision of infrastructure and further technical assistance from multi-lateral and private funding institutions.

(6) To critically evaluate the program's achievements with a view to determining specific areas for Canadian involvement in the recipient country.

2.0 ACHIEVEMENTS OF THE IAPSUM PROGRAM (1995-1998)

The following is an overview of the major achievements and impacts of the IAPSUM program by project area: 1) the Philippines, 2) Cuba, 3) Strategic Urban Management Initiatives (SUMIs). A more detailed analysis of achievements is contained in Appendix A: Results-Based Management Evaluative Frameworks for Projects undertaken within IAPSUM

2.1 Philippines

The CUI's Philippines project has been undertaken in partnership with the Province of Guimaras and the Department of Tourism (DOT), with cooperation from the Department of Interior and Local Government (DILG). The program has been focused on developing the capacities of local government units to promote sustainable development and community involvement in decision-making. It has supported the Philippines' continued thrust towards government decentralization and empowerment of local communities in local decision-making, which is required under the country's 1991 Local Government Code.

The geographic focus of the project has been the Western Visayas (Region VI), with projects on the islands of Guimaras and Boracay. In Guimaras, the CUI project has strengthened all three levels of local government on the island -- provincial, municipal and barangay (community-based) -- in strategic local government management with a focus on the implementation of pilot projects in economic development (heritage tourism) and environment (solid waste management). In Boracay, the CUI has been working with DOT to promote sustainable development practices and strategies with the participation of local authorities and the community.

The main achievements of the Philippines project are the following (see Appendix A for more detail):

In Guimaras:

- completed integrated strategic development plans for all three levels of local government on the island -- the province, 5 municipalities and 96 barangays;
- raised the capabilities of local authorities to manage their responsibilities in accordance with principles of sustainable development;
- delivered training programs in technical fields related to strategic urban management, including the production of 3 training manuals;
- engaged 5000 stakeholders from national government, local authorities, private sector and civil society in the decision-making process for the island;
- implemented three successful demonstration projects in environment (solid waste management), economy (heritage tourism), and management (land use planning skill development and establishment of data-management systems);
- established a multi-stakeholder project management and strategy development committee system that is integrated with local decision-making systems;

- coordinated the development activities of 5 other international organizations and created strong linkages between Guimaras and Canadian local authorities and professionals;
- leveraged project implementation activities by attracting $200,000 from other agencies for the implementation of pilot projects;

In Boracay:

- completed a participatory sustainable development strategy for the island, with a corresponding action plan for the management of solid waste;
- strengthened the capacity of local authorities and the Department of Tourism local staff to promote sustainable development practices;
- provided detailed recommendations on the strengthening of the island's development guidelines and on the creation of an island environmental monitoring system;
- engaged 100 stakeholders in the project, which included an island-wide environmental education initiative;
- leveraged project implementation activities by attracting $5000 from other agencies for the implementation of pilot projects.

2.2 Cuba

The CUI's Cuba program has been undertaken in partnership with the Province of the City of Havana through the Parque Metropolitano de La Habana, with the cooperation of the Group for the Integrated Development of the Capital (GDIC). The project has focused on the revitalization of the "Parque Metropolitano de La Habana" (PMH), a 700-hectare expanse of land in the centre of Havana that is based on the lower watershed of the highly polluted Almendares River. The project has developed a strategic planning process that is comprehensive and integrated with strong community and stakeholder participation. This has been accomplished through strengthening the capacity of the PMH Project Team to undertake the strategic planning process and implement key pilot projects in four of Havana's largest and most populous municipalities (which are included within the park's boundaries).

The main achievements of the Cuba program are the following (see Appendix A for more detail):

- completed a strategic plan for the revitalization of the Parque Metropolitano de La Habana, with a complementary economic plan and five-year action plans in 6 sectoral areas;
- delivered training and capability programs to the Park team and participating Cuban NGOs in key technical areas related to strategic urban management, environmental planning, and public participation;
- involved over 15 NGOs and government agencies and engaged over 400 stakeholders in the strategic planning process and the implementation of pilot projects;
- implemented 5 pilot projects in urban agriculture, urban reforestation, natural systems for sewage treatment, environmental education and solid waste management;
- leveraged project implementation activities by attracting $305,000 from other foreign agencies for the implementation of pilot projects;

- established a multi-stakeholder project management and strategic planning committee system that is integrated into local governance structures; and
- coordinated development activities in the Park with 8 other international development organizations and developed sustainable linkages with Canadian local authorities and professionals.

2.3 Strategic Urban Management Initiatives (SUMIs)

Under IAPSUM, the CUI also completed a series of urban management initiatives with substantial results. These initiatives were focused in three key areas: 1) providing policy and programming advice to CIDA in the urban sector, 2) undertaking pilot projects in strategic urban management designed to be the front-end of more substantial projects funded through other vehicles, 3) sharing Canadian experiences in international cooperation in local governance around the globe. The following are the main achievements:

- provided policy advice and coordination to CIDA for its involvement in the *Habitat II* process, which involved: (1) conducting pre-conference pan-Canada consultations with stakeholders, (2) representation at the event by CUI's partner organizations in Canada and overseas, (3) the CUI's Director of International Programs serving as a non-governmental observer on Canada's official delegation, and (4) follow-up policy advice to CIDA in the development of its "Statement on Sustainable Cities";
- conducted a successful pilot phase of the *Canada-Paraguay Municipal Cooperation Program in Strategic Urban Management*, which led to the awarding of $750,000 funding under CIDA's *Southern Cone Technology Transfer Fund* for a 2.5 year project in municipal strengthening in the Central Department (the Asuncion urban region);
- conducted an assessment mission in Peru to explore options for the design of a Canadian municipal capacity development program, the recommendations of which are being incorporated into CIDA's country programming;
- undertook the *Canada-Thailand Strategy Development Initiative* in Phuket (in partnership with the Urban Management Programme Asia-Pacific and Vancouver's International Centre for Sustainable Cities), which built the capacity of municipalities, national government agencies and universities in strategic urban management (drawing on CUI's Philippines project as a case study);
- participated in three global conferences on international municipal cooperation and local governance, which raised the profile of Canada's international development work in the urban sector;
- provided ongoing advice, case studies and presentations to the Japanese Council of Local Authorities in International Relations (CLAIR) on approaches to international municipal cooperation; and
- explored the potential for a follow-on phase of CUI's successful, CIDA-funded Canada-Mexico Cooperative Program on Environmental Management (State of Aguascalientes).

3.0 NEXT STEPS

Building upon these initiatives, the Canadian Urban Institute is proposing to CIDA to undertake a second phase of this technical cooperation program to be known as the *International Partnership Program in Strategic Urban Management (IPPSUM)*, which would run from 1998-2001. Efforts in the next phase will be focused on maximizing the longer term impacts of our two flagship partnership projects in Cuba and the Philippines, through the implementation of priority initiatives identified in the strategy development processes. The next phase would also involve the implementation of a series of "strategic urban management initiatives" in partnership with other Canadian and international organizations to deliver education programs, share experiences, disseminate learnings and create short-term strategy development processes.

APPENDIX A:

RESULTS-BASED MANAGEMENT EVALUATIVE FRAMEWORKS FOR PROJECTS UNDERTAKEN WITHIN IAPSUM

RBM Evaluative Framework: Canada-Philippines Cooperative Program in Economic Development and Environmental Protection -- Guimaras (1995-98)

Goal:	Objectives:
To assist in the formation of urban management systems based on principles of democracy, sustainability and market economy.	(1) To establish a legitimate and workable management structure to effectively implement each project; (2) To facilitate the creation of a multi-stakeholder strategy development process; (3) To strengthen skill capacities of recipient organisations; (4) To promote broad-based stakeholder/community awareness and provide mechanisms for public feedback and input; (5) To promote linkages between Canadian and recipient country organisations for professional and business purposes. This includes identifying opportunities for the provision of infrastructure and further technical assistance from multi-lateral and private funding institutions ; (6) To critically evaluate the program's achievements with a view to determining specific areas for Canadian involvement in the recipient country.

Activities	Outputs	Reach	Outcomes	Impacts
1. Facilitating the creation of a participatory strategy development process for all three levels of government on Guimaras -- provincial, municipal, barangay. 2. Raising the capabilities of local authorities to manage their responsibilities in accordance with principles of sustainable development. 3. Delivering training programs in technical areas related to strategic urban management. 4. Establishing mechanisms for the participation of a broad base of stakeholders and the community in decision-making for the island. 5. Implementing demonstration projects in priority areas identified in the strategic planning process. 6. Establishing a multi-stakeholder project management and strategy development committee system that is integrated with local governance structures. 7. Promoting Canada-Philippines linkages and coordinating development activities with other international agencies.	1. Completed strategic plans for all 3 levels of local government in Guimaras. 2. Delivered capacity development in key areas such as strategic and land use planning, economic development, data analysis, solid waste management. 3. Provided training programs in key technical areas such as land use planning, environmental impact assessment, project planning and management and proposal development. 4. Involved stakeholders from all levels of local government, senior government, civil society and the community. 5. Implemented demonstration projects on technical planning (data management), economic development (heritage tourism) and environmental protection (solid waste management). 6. Established an effective committee system for ongoing strategic planning and project implementation. 7. Coordinated and integrated CUI's activities with other foreign-assisted projects in Guimaras and developed strong Canada-Philippines professional linkages.	**Main Clients:** • All three levels of local government in Guimaras: Province of Guimaras, 5 municipalities, 96 barangays (village-based units) **Delivery Agent:** • CUI • Partners organizations: 1) Province of Guimaras, 2) CUI's pan-Canada urban network **Stakeholders:** • Local authorities • National government -- DOT; DILG, DENR, and others • NGOs, community-based organizations, people's organizations, individual citizens • private sector **Participating international orgs:** • SMISLE (EU-funded) • German Development Service • AusAid • Institute on Governance (CIDA) • Local Government Support Program (CIDA Bilateral)	1. Achievement of overall consensus among stakeholders on the priorities and strategies for the sustainable development of Guimaras 2. All 3 levels of local government are now better able to plan, implement, monitor and evaluate strategic projects and programs in a participatory manner. 3. Improved inter-governmental and inter-agency cooperation in tackling in a coordinated way the development problematique. 4. Successful implementation of 3 community based pilot projects based on an island-wide strategy development process. 5. Improved coordination of all foreign-assisted programs through the strategic planning process.	• Province of Guimaras and its constituent local government units to be a model in operationalizing the Philippines new decentralization code, which empowers local authorities to manage their own affairs.
	Performance Indicators			
	• 1 provincial and 5 municipal strategic plans; 96 barangay action plans • capability building in 8 core areas of strategic urban management • 6 structured training programs • involvement of approx. 5000 stakeholders • 3 demonstration projects implemented • leveraging of CIDA project with $200,000 of additional funding • harmonized CUI program with 5 other foreign programs • involvement of 45 Canadian organizations	Participation by: • 1 province • 5 municipalities • 96 barangays • 6 national government agencies • 90 NGOs/ CBOs/POs • 20 private sector organizations • estimated total involvement by 5000 citizens in strategic planning process	• Guimaras local authorities have integrated the practice of strategic urban management and the principles of sustainable development into their ongoing decision-making framework and process. • Guimaras local authorities are shaping the future development of the island according to the desires of the community.	• Guimaras local authorities will have the capability to efficiently and effectively manage the full set of responsibilities decentralized to them.

RBM Evaluative Framework: Canada-Philippines Cooperative Program in Economic Development and Environmental Protection -- Boracay Island (1995-98)

Goal:	Objectives:			
To assist in the formation of urban management systems based on principles of democracy, sustainability and market economy.	(1) To establish a legitimate and workable management structure to effectively implement each project; (2) To facilitate the creation of a multi-stakeholder strategy development process; (3) To strengthen skill capacities of recipient organisations; (4) To promote broad-based stakeholder/community awareness and provide mechanisms for public feedback and input; (5) To promote linkages between Canadian and recipient country organisations for professional and business purposes. This includes identifying opportunities for the provision of infrastructure and further technical assistance from multi-lateral and private funding institutions ; (6) To critically evaluate the program's achievements with a view to determining specific areas for Canadian involvement in the recipient country.			
Activities	**Outputs**	**Reach**	**Outcomes**	**Impacts**
1. Facilitating the creation of a participatory strategy development process for the formulation of a sustainable development strategy and an integrated solid waste management action plan. 2. Raising the capabilities of local authorities and the Department of Tourism to promote sustainable development on Boracay. 3. Delivering training programs in technical areas related to strategic urban and environmental management. 4. Establishing mechanisms for the participation of a broad base of stakeholders and the community in decision-making for the island. 5. Reviewing and strengthening the island's development control guidelines and environmental monitoring system. 6. Establishing a multi-stakeholder project management and strategy development committee system that is integrated with local governance structures. 7. Promoting Canada-Philippines linkages and coordinating development activities with other international agencies.	1. Completed a sustainable development strategy for the island and an integrated solid waste management action plan. 2. Delivered capacity development and training programs in key areas such as project planning, management and implementation, environmental planning and management, solid waste management, governance for resort areas, inter-agency cooperation. 3. Completed report recommending ways to strengthen the island's development guidelines and municipal ordinances. 4. Designed an environmental monitoring system for the island. 5. Established mechanisms for the involvement of stakeholders and the community in local decision-making processes and successfully involved stakeholders in the project. 6. Established an effective committee system for ongoing strategic planning and project implementation. 7. Coordinated and integrated CUI's activities with other foreign-assisted projects in Boracay and developed strong Canada-Philippines professional linkages.	**Main Clients:** • Department of Tourism, Philippines • All three levels of local government on the island: Province of Aklan, Municipality of Malay, 1 Barangay **Delivery Agent:** • CUI • Partners organizations: 1) Department of Tourism (Region VI and Boracay office), 2) CUI's pan-Canada urban network **Stakeholders:** • Local authorities • National government departments and agencies -- DOT, DENR • NGOs, community-based organizations, people's organizations, individual citizens • private sector **Participating international orgs:** • Local Government Support Program (CIDA Bilateral)	1. Achievement of overall consensus on vision and strategies among stakeholders on the sustainable development of Boracay Island. 2. DOT Region VI and local authorities are in a better position to plan, implement, monitor and evaluate strategic projects and programs in a participatory manner. 3. Improved inter-governmental and inter-agency cooperation in development planning. 4. New systems for environmental management and growth management have been designed. 5. Raised awareness and understanding by stakeholders of the need to protect the island's fragile environment and to control growth and development in a sustainable manner.	• Boracay Island to be a model in the Philippines for inter-governmental cooperation and community partnership building in managing tourism-oriented growth and development on small islands.
	Performance Indicators			
	• 1 sustainable development strategy and action plan & 1 integrated solid waste management action plan • 7 reports on issues such as carrying capacity, development guidelines, organizational mechanisms and environmental planning • capability building in 12 core areas of local sustainable development planning • 6 structured training programs • involvement of approx. 100 stakeholders • leveraging of CIDA project with $5000 of additional funding • harmonized CUI program with 1 other foreign program • involvement of 42 Canadian organizations	Participation by: • 1 province • 1 municipality • 1 barangays • 4 national government agencies • 15 NGOs/ CBOs/ POs • 40 private sector organizations • estimated total involvement by 100 citizens in strategy development process	• Degree of cooperation among government, civil society and private sector in preserving Boracay's fragile island environment.	• Guimaras local authorities will have the capability to efficiently and effectively manage the full set of responsibilities decentralized to them.

RBM Evaluative Framework: Canada-Cuba Municipal Cooperation Program -- Revitalization of the Parque Metropolitano de La Habana (1995-98)

Goal:	Objectives:			
To assist in the formation of urban management systems based on principles of democracy, sustainability and market economy.	(1) To establish a legitimate and workable management structure to effectively implement each project; (2) To facilitate the creation of a multi-stakeholder strategy development process; (3) To strengthen skill capacities of recipient organisations; (4) To promote broad-based stakeholder/community awareness and provide mechanisms for public feedback and input; (5) To promote linkages between Canadian and recipient country organisations for professional and business purposes. This includes identifying opportunities for the provision of infrastructure and further technical assistance from multi-lateral and private funding institutions ; (6) To critically evaluate the program's achievements with a view to determining specific areas for Canadian involvement in the recipient country.			
Activities	**Outputs**	**Reach**	**Outcomes**	**Impacts**
1. Facilitating the creation of a participatory strategy development process for the revitalization of the Parque Metropolitano de La Habana (PMH). 2. Strengthening the PMH technical team to plan, implement, monitor and evaluate the project in 4 Havana municipalities. 3. Delivery of training programs to the Park team and participating NGOs in several areas related to strategic urban management. 4. Involvement and awareness raising of key stakeholders and the community in strategic planning and implementation of the project. 5. Implementing demonstration projects in priority areas identified in the strategic planning process. 6. Establishing a multi-stakeholder project management and strategy development committee system that is integrated with local governance structures. 7. Promoting Canada-Cuba linkages and coordinating development activities in the Park with other international agencies.	1. Completed a strategic plan for the revitalization of the Parque Metropolitano de La Habana, including an economic plan. 2. Delivered training programs in key areas such as strategic planning, project management and evaluation, financial management, parks management, public participation and community development, economic development etc. 3. Undertook community participation & consultation on strategic planning and implementation of pilot projects. 4. Implemented demonstration projects in urban agriculture, urban reforestation, sewage treatment, environmental education and solid waste management (all ongoing). 5. An effective committee system for strategic planning and project implementation is in place. 6. Coordinated and integrated CUI-PMH activities with other foreign-assisted projects in the Park. 7. Established sustainable and strong linkages between the Park and Canadian urban professionals, local authorities and NGOs.	**Main Clients:** • Province of the City of Havana, Parque Metropolitano de La Habana **Delivery Agent:** • CUI • Partners organizations: 1) PMH, 2) CUI's pan-Canada urban network **Stakeholders:** • Province of the City of Havana • Parque Metropolitano de La Habana • GDIC • Local authorities within the Park boundaries • National government agencies • NGOs, CBOs • State-owned enterprises/industries • Citizens/residents **Participating international orgs:** • Oxfam Canada (CIDA) • Canadian Embassy through the Canada Fund • IDRC • Evergreen Foundation (CIDA) • Council of Andalucia (Spain) • Terranouva and Legambiente (EU-funded Italian NGOs) • Oxfam Belgium • Norwegian People's Aid • World Wildlife Fund	1. Achievement of overall consensus among stakeholders on the priorities and strategies for the revitalization of the Parque Metropolitano de La Habana. 2. PMH is in a better position to effectively plan, implement, monitor and evaluate strategic projects and programs. 3. Improved inter-governmental and inter-municipal cooperation in tackling in a coordinated way the revitalization of the park and the clean-up of the Rio Almendares. 4. Increased partnerships between the PMH and the community to implement local environmental initiatives. 5. Successful implementation of 5 pilot projects with substantial community involvement. 6. Leveraging of the CUI-PMH partnerships project through the attraction of other foreign donor agencies and development organizations.	• The PMH, as the first Cuban local authority to successful employ strategic planning and other leading-edge urban management practices, will serve as a model for Cuba in sustainable development planning.
	Performance Indicators			
	• 1 PMH strategic plan; 6 5-year sectoral action plans, 1 economic plan • capability building in 12 core areas of strategic urban management • 15 structured training programs • 5 demonstration projects implemented • coordinated CUI project with 8 other foreign projects • leveraging of CIDA project with C $ 305,000 of additional funding • involvement of 60 Canadian organizations	Participation by: • 1 province • 4 municipalities • 9 popular councils (community based local authorities) • 8 national government agencies • 15 NGOs/ CBOs • 9 state enterprises/industries • estimated total involvement by 400 citizens in strategic planning process	• The PMH is planning and implementing strategic development projects according to the desires of the community and stakeholder groups.	• Continued cooperation and coordination of local authorities, state enterprises and civil society in the revitalization of the PMH.

RBM Evaluative Framework: Strategic Urban Management Initiatives (1995-98)

Goal:	Objectives:
To assist in the formation of urban management systems based on principles of democracy, sustainability and market economy.	(1) To establish a legitimate and workable management structure to effectively implement each project; (2) To facilitate the creation of a multi-stakeholder strategy development process; (3) To strengthen skill capacities of recipient organizations; (4) To promote broad-based stakeholder/community awareness and provide mechanisms for public feedback and input; (5) To promote linkages between Canadian and recipient country organizations for professional and business purposes. This includes identifying opportunities for the provision of infrastructure and further technical assistance from multi-lateral and private funding institutions ; (6) To critically evaluate the program's achievements with a view to determining specific areas for Canadian involvement in the recipient country.

Activities	Outputs	Reach	Outcomes	Impacts
1. Provision of policy advice and coordination for the Agency's involvement in the Habitat II process. 2. Conducting the Canada-Paraguay Municipal Cooperation Program (Pilot Phase) in community-based planning for the regeneration of Lake Ypacaraí. 3. Conducting an assessment mission in Peru to explore options for the design of CIDA's municipal capacity development program. 4. Undertaking the Canada-Thailand Strategy Development Initiative in Phuket in partnership with the Urban Management Programme Asia-Pacific. 5. Participating in global conferences on international municipal cooperation and local governance. 6. Exploration of a follow-on phase of CUI's successful Canada-Mexico Cooperation Program on Environmental Management (State of Aguascalientes).	1. Conducted a series of pan-Canada consultations and preparatory reports on international issues in local governance as input to CIDA's policy position at Habitat II. 2. CUI represented Canadian civil society and local authorities at Habitat II, including serving as a non-governmental observer on Canada's official delegation led by the Hon. D. Marleau. 3. Providing post Habitat II policy advice to CIDA on the implementation of the Habitat II Global Plan of Action. 4. Trained a multi-disciplinary team of Paraguayan professionals in strategy development and participatory planning. 5. Designed the Canada-Paraguay Municipal Cooperation Program, which received funding from CIDA's America's Branch. 6. Report providing recommendations to CIDA on the design of its municipal capacity development program for Peru. 7. Conducted a one-week seminar on strategy development in Phuket, Thailand, sharing the experiences of CUI's Philippines project. 8. Active participation in 3 important international urban conferences. 9. Prepared a design for CUI's involvement in the Decentralization Program for the Environmental and Natural Resource Management of the State of Aguascalientes.	**Main Clients:** • CIDA -- Canadian Partnership Branch, America's Branch, Canadian Embassy in Peru • Central Department (Paraguay) and constituent municipalities and community groups • Municipality of Phuket, Thailand • State of Aguascalientes, Mexico • Government of Peru -- Ministry of Transportation and Communication. • Other international development organizations and local authorities. **Delivery Agent:** • CUI • Partners organizations: 1) various client organizations listed above, 2) CUI's pan-Canada urban network **Stakeholders:** • (see above) **Participating international orgs include:** • Urban Management Programme Asia-Pacific • World Bank, Inter-American Development Bank • UNCHS • International Centre for Sustainable Cities • Habitat II global stakeholders	1. Canada and CIDA played a leadership role in shaping the Habitat II Global Plan of Action. 2. CIDA has prepared a Statement on Sustainable Cities as an important step in implementing the Habitat agenda. 3. Canadian civil society and local authorities successfully consulted on and represented at Habitat II. 4. CUI is now implementing a 2.5-year, $ 750,000 technical cooperation program in Paraguay on strategic urban management funded through CIDA's Americas Branch. 5. Results of CUI assessment mission to Peru incorporated into CIDA's programming for Peru in the urban sector. 6. Increased capacity within the Municipality of Phuket to undertake strategic urban management. 7. CUI's experiences in its Philippines project shared with Thai local authorities. 8. Profile of CUI's and CIDA's work in the urban sector raised through participation in international conferences.	• CIDA policy and programming in the urban sector will be strengthened. • Local authorities in Latin America and South East Asia will be able to manage their newly decentralized responsibilities in a strategic manner. • Canada will be seen as a leader in facilitating international decentralized cooperation. • Longer-term leveraging of CIDA funding in the urban sector.

Performance Indicators			
• For the Habitat II process, CUI conducted 3 workshops, prepared 4 reports. • 3 project assessment and design missions. • 2 structured training modules delivered in Thailand and Paraguay. • 1 keynote speech at international conferences.	Involvement of: • 8 senior government agencies • 23 local authorities • 9 international development agencies • 300 Canadian stakeholders (Habitat II)	• Successful integration of views of Canadian civil society into Habitat II process. • Leveraging of Canadian Partnership Branch funding: Paraguay $ 750,000; Thailand $ 15,000 • Successful incorporation of recommendations into CIDA policy & programming. • Higher degree of awareness of Canada's international development work.	

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GLOSSARY OF ACRONYMS

GENERAL

BIA	Business Improvement Area
CESO	Canadian Executive Service Organization
CIDA	Canadian International Development Agency
CUI	Canadian Urban Institute
IAPSUM	International Assistance Program on Strategic Urban Management
IOG	Institute on Governance
NGO	Non-government organization
SWOT	Strengths, Weaknesses, Opportunities, Threats analysis

PHILIPPINES

BEIP	Boracay Environmental Infrastructure Project
BIDMPT	Boracay Island Development and Management Project Team
CPCP	Canada-Philippines Cooperative Program
DOT	Department of Tourism
ENRO	Environment and Natural Resource Office
GDS	German Development Service
LGSP	Local Government Support Project (CIDA-Bilateral program)
LGU	Local Government Unit
PDC	Provincial Development Council
PIME	Planning, implementation, monitoring and evaluation
PITF	Project Implementation Task Force
PPDO	Provincial Planning and Development Office
PTA	Provincial Tourism Authority
SMISLE	Small Islands Agricultural Support Services Program (EU-funded initiative)

CUBA

CCMCP	Canada-Cuba Municipal Cooperation Program
GDIC	Group for the Integrated Development of the Capital
PMH	Havana Metropolitan Park

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1.0 INTRODUCTION

The Canadian Urban Institute, with funding from the Canadian International Development Agency (CIDA), implemented the *International Assistance Program on Strategic Urban Management* (IAPSUM) from April 01, 1995 to March 31, 1998. The goal of this three-year, $1.32 million technical assistance program was to promote international municipal cooperation that assists in the formation of urban management systems based on principles of sustainable development: economic efficiency, environmental integrity and democratic decision-making. Within this framework, the program addressed CIDA's six priorities especially democracy and good governance, the environment and sustainable development, and women in development.

The program was guided by six objectives:

(1) To establish a legitimate and workable management structure to effectively implement each project.

(2) To facilitate the creation of a multi-stakeholder strategy development process.

(3) To strengthen skill capacities of recipient organizations.

(4) To promote broad-based stakeholder/community awareness and provide mechanisms for public feedback and input.

(5) To promote linkages between Canadian and recipient country organizations for professional and business purposes. This includes identifying opportunities for the provision of infrastructure and further technical assistance from multi-lateral and private funding institutions.

(6) To critically evaluate the program's achievements with a view to determining specific areas for Canadian involvement in the recipient country.

To assist implement IAPSUM, the CUI drew on its pan-Canada network of urban professionals from the public, private, non-governmental and academic sectors to undertake assessment, advisory and capacity-building assignments.

The CUI undertook two main projects under the program: (i) *Canada-Philippines Cooperative Program in Economic Development and Environmental Protection*, in the Province of Guimaras and on Boracay Island, and (ii) *Canada-Cuba Municipal Cooperation Program* in Havana. These projects were initially launched under separate project funding agreements with CIDA, although they came under the IAPSUM program umbrella in April 1995. The CUI also completed two additional projects under the program: (i) *CUI-CIDA Cooperation for Habitat I* and (ii) the *Canada-Paraguay Municipal Cooperation Program (Pilot Phase)*. The Habitat II project was initiated in December 1995 through an amendment to the IAPSUM contribution agreement and came to a successful completion during fiscal year 1996-97. The CUI has also completed its pilot project in Paraguay, working with the Central Department (a province representing the periphery of the Asuncion urban region) to assist in the creation of a participatory municipal strategy development process to regenerate Lake Ypacarai. With funding from CIDA's Southern Cone Technology Transfer Fund, CUI is continuing this partnership and is undertaking a 30-month municipal capacity building program in Paraguay.

CIDA has provided funding for a three-year continuation of this program agreement from April 1998 to March 2001. Known as the *International Partnership Program on Strategic Urban Management* (IPPSUM), it will build on the accomplishments in both Cuba and the Philippines over the previous three-year period and allow CUI to undertake strategic urban management initiatives with local authorities in other parts of Latin America and southern Asia.

This document is the *Final Narrative Report* of IAPSUM and provides a detailed chronicle of achievements during the three years of the program. A summary and analysis of IAPSUM program achievements is contained in the *Final Report: Summary*, dated March 1998.

2.0 CANADA-PHILIPPINES COOPERATIVE PROGRAM IN ECONOMIC DEVELOPMENT AND ENVIRONMENTAL PROTECTION

The CUI implemented the *Canada-Philippines Cooperative Program in Economic Development and Environmental Protection -- Phase III*, in collaboration with the Province of Guimaras, the Department of Tourism (DOT) and the Department of Interior and Local Government (DILG). The main purpose of the program was to strengthen the institutional and technical capacities of local government units to formulate and implement policies, plans and programs that promote sustainable development and substantial community involvement. The current phase of the program ran from April 1996 to March 1998 and focused on two separate but complementary projects: 1) Province of Guimaras, and 2) Boracay Island.

2.1 CONTEXT -- PROVINCE OF GUIMARAS

The island Province of Guimaras is located approximately 500 kilometres Southeast of Manila. Once a sub-province of Iloilo, it was granted full Provincial status in May 1992. Following this, Philippine President Fidel Ramos gave priority status for development to Guimaras, which is among the ranks of the 20 poorest provinces in the country. Since the People's Power Revolution in 1986 and with the passage of the Local Government Code in 1991, there has been a continued trend towards government decentralization and empowerment of local authorities. It is within this context that the CUI's technical assistance focused on capacity building of local governments and community-based, bottom-up planning.

In March 1996 the CUI completed Phase II of its cooperative project in Guimaras, which promoted the establishment of participatory, community-based strategic planning and management processes for all three levels of local government on the island. The aim of the project was to explore ways to operationalize the Local

Government Code of 1991, which decentralized significant powers to local government units (LGUs) and empowered communities to make decisions for themselves. A community-based, bottom-up approach to development planning was used as a means to identify the needs of barangays and to convey their input upwards to municipal and provincial governments. A series of grassroots strategic planning workshops were conducted with all 96 of the island's barangays, the information from which was integrated into the strategic planning process and "strategic directions" documents for the Province and its five municipalities. The provincial and five municipal strategic plans were presented at the March 1996 regional workshop. In support of the strategic process, the project also helped to strengthen the technical and organizational capacities of LGUs in key areas. For a full report on the achievements of Phase II see the *IAPSUM Fourth Interim Report (April 1996)* and the *Living Document (April 1996-Phase II Final)* of the CUI-Guimaras Project.

In March and April 1996, independent CIDA evaluator Pierre Tanguay visited Guimaras to evaluate Phase II and to make recommendations for CUI's future cooperation with the province. Mr. Tanguay's recommendations called for CUI to continue its partnership with Guimaras through a program that aims to demonstrate how some of the key priorities identified through the strategic process can be implemented. Although Guimaras LGUs have legitimized the process of strategic planning as an innovation to the existing local planning and development process, the translation of these strategic directions into concrete projects is imperative. The Evaluator also indicated that there is a need to coordinate the strategic process more closely with other ongoing planning and development initiatives on the island, among them physical planning and other foreign-supported development initiatives and to integrate CUI's activities into the existing provincial and municipal organizational structure (a similar assessment and recommendation was made by the Steering Committee during its deliberations regarding next phase activities). For more detail please see the Evaluator's December 1996 report entitled *Canada-Philippines Cooperative Program in Economic Development and Environmental Protection: Evaluation Report*.

Accordingly, Phase III assisted Guimaras to move from strategic planning to strategic project implementation. The goal of the project was:

> *To support the decentralization process in Guimaras by building the capability of LGUs to effectively plan, implement, monitor and evaluate (PIME) strategic projects and programs through the sharing of Canadian expertise in local government management.*

Four realms of activities were undertaken in Phase III:

1) ***Facilitating the design and implementation of two to three demonstration projects related to economic development and environmental management*** (as identified through the strategic planning process of Phase II) using a strategic, community-based and participatory process. This included assisting in identifying funding sources and proposal writing for infrastructure and other priority projects identified in the strategic planning process. These were managed with the active involvement and cooperation of the other two most active international development agencies on the island: Small Islands Agricultural Support Services Program (SMISLE - European Union) and the German Development Service (GDS).
2) ***Building the capability of key Provincial departments and LGUs in planning, implementation, monitoring and evaluation***.
3) ***Promoting broad-based stakeholder and community awareness and involvement*** in the planning, implementation, monitoring and evaluation of pilot projects.
4) ***Promoting Philippines-Canada linkages*** for sharing expertise in environmental management, economic development and local governance.

The Steering Committee chose two demonstration projects for CUI involvement:

- ***Integrated Solid Waste Management***. The Province of Guimaras identified integrated solid waste management (SWM) as a key area for intervention. The CUI was requested to assist the Province and its five municipalities to strengthen the strategic planning and implementation system for a more coordinated and integrated management of solid waste. Components of the project include: a) organization of a decision-making framework and coordinating body, b) waste stream assessment, c) action planning workshops, d) a comprehensive review and reformulation of policies and ordinances related to SWM, e) a municipal and barangay pilot project design competition and implementation, f) public involvement, g) SWM monitoring "report card" system, g) action research and experience sharing, and h) capability building of LGUs, NGOs and POs. This initiative was led by the Provincial Environment and Natural Resources Office (ENRO), with cooperation from the Provincial Health Office (PHO), the Provincial Engineer's Office (PEO) and the Provincial Planning and Development Office (PPDO). This demo project built on earlier related initiatives, such as the Environmental Year 1996 program of the Province, the draft concept paper prepared by PPDO/GDS and the advice provided by CUI Consultant Karen Vopnfjord. Additional funding for and cooperation with implementation were provided by the Institute on Governance (Canada-ASEAN Governance Innovations Network) and CIDA Philippines Bilateral (Local Government Support Program).

- ***Heritage Tourism.*** This demonstration project assisted current efforts in Guimaras to develop and implement a tourism action plan. Heritage Tourism seeks to develop and promote the cultural, historical, natural, livelihood and religious heritage of Guimaras through two structured product development programs: 1) *Excursion Tourism*, which will focus on the Iloilo market and to a lesser extent on the existing resorts by developing, packaging and promoting existing tourism sites and activities on Guimaras, and 2) *Barangay Tourism*, which will focus on the international traveler market by developing a unique Filipino tourism experience in select barangays. One of the aims of this initiative was to launch an environmentally sensitive and cooperative form of community economic development in selected barangays of the province. The demo project used a participatory partnership approach to planning, implementation, management and evaluation by coordinating the efforts of regional governments, LGUs, NGOs, the provincial tourism industry and local residents. At the provincial level, this initiative has been led by the Provincial Tourism Office, with cooperation from the Provincial Cooperative Office, Department of Agriculture and the Department of Natural Resources. Coordination has been the responsibility of the PPDO. On a pilot basis, the project was operationalized in the Municipality of Nueva Valencia. It: a) enhanced the capabilities of municipal official, entrepreneurs, resort owners and POs in developing a community-based tourism program, b) formulated a comprehensive ordinance to support tourism activities in the municipality, c) developed and implemented small community-based tourism ventures/initiatives, d) promoted community involvement to increase awareness and generate feedback.

2.2 ACHIEVEMENTS IN RELATION TO OBJECTIVES (GUIMARAS)

NOTE: This section reports only on achievements during Phase III of the Canada-Philippines program -- for a full report on accomplishments of Phase II in Guimaras, please see the IAPSUM Fourth Interim Report (April 1996) and the Living Document (April 1996 - Phase II).

Objective #1:	***To establish a legitimate and workable management structure to effectively implement each project.***

- Early in the last phase of the project a ***CUI-Guimaras Office*** and ***local project management systems*** were established.

- In the summer of 1996, the CUI restructured its ***Local Project Team***, to consist of a Project Manager (with considerable experience in project implementation and development), a Project Coordinator and two part-time staff: a Project Administrator and a Project Advisor. Further, the Province assigned a permanent staff counterpart educated in communications and community development to the project. The CUI-Philippines Office established a ***pool of local consultants***, which is being used on an as need basis. Three consultants are in this pool: a community development specialist, a community outreach and communication advisor, and a process and facilitation expert.

- The Local Project Team was supported by the following committees:
  - ◊ An existing 13-member ***Steering Committee*** to oversee the work of the project and provide strategic advice on its implementation. It consists of key stakeholders: key Provincial department heads, municipal planning and development coordinators, the CIDA Regional Advisor, the CIDA-LGSP Regional Coordinator, and representatives from the other two major international development organizations on the island (SMISLE and GDS). Local chief executives, such as the Governor, Vice-Governor and the five municipal Mayors sit as ex-officio members of the SC.
  - ◊ A ***Management Committee*** comprised of the Governor and Vice-Governor of the Province, key Provincial Department Heads and Municipal Planning and Development Coordinators which meets regularly to monitor the progress of the project.

- ***Five seconded professionals/officials joined the CUI team to lead the implementation of the pilot-projects***. These include the Provincial Planning and Development Officer (coordination), Provincial Health Officer, the Provincial Tourism Officer, the Provincial Engineer and the Provincial Environment and Natural Resources Officer.

- A comprehensive ***project design and workplan for the Guimaras Phase III project*** was completed and approved by the Steering Committee in September 1996. ***Demonstration project designs*** were formulated and key stakeholders consulted prior to finalization.

- A ***Project Implementation Task Force on Heritage Tourism (PITF)*** was established for the heritage tourism demonstration project. It is responsible for the overall planning, implementation, monitoring and evaluation of the demonstration project. The PITF is composed of:
  - ⇒ Chair of Tourism of the Provincial Legislative Council
  - ⇒ A Provincial Legislator
  - ⇒ The Municipal Council Chair on Tourism
  - ⇒ Two Municipal Planning and Development Coordinators

⇒ The Provincial Engineer
⇒ The Provincial Tourism Officer
⇒ Two Municipal Tourism Officers.

An executive order from the Provincial Governor formally mandated and legitimized the organization of the PITF for Heritage Tourism.

- With the objective of fully ***integrating CUI's management structure into the existing organizational framework of the Province of Guimaras***, an initial meeting was held with key provincial and municipal officials to discuss the integration of the Steering Committee as a sub-committee under the Provincial Development Council (PDC). Its membership will be decided by the PDC in conjunction with the CUI.

- ***A Project Implementation Task Force (PITF) for Integrated Solid Waste Management was organized***. The Task Force is co-chaired by the Provincial Environment and Natural Resources Office, the Provincial Engineer's Office, the Provincial Health Office with members that include the Provincial Planning and Development Office, German Development Service, SMISLE, Municipal Planning and Development Offices, Municipal Engineers and representatives of non-government organizations, people organizations, private sector and representatives of the 96 barangays. The Task Force commenced its work in May 1997.

- ***Five Municipal Project Implementation Task Forces (PITFs) on Integrated Solid Waste Management were organized*** as coordinating bodies in the efficient implementation of SWM activities at the municipal level. The municipal task forces are responsible for implementing the project at the municipal and barangay levels.

- ***Formulated a plan for the reorganization of the Municipal Tourism Council in Nueva Valencia*** to effectively support the municipality's Heritage Tourism Program.

- ***Created a plan to organize Tourism Councils in selected barangays in Nueva Valencia to spearhead heritage tourism projects in the villages***.

Objective #2: To facilitate the creation of a multi-stakeholder strategy development process.

In Phase III, the multi-stakeholder strategy development process was focused on the action planning and implementation of two demonstration projects: 1) integrated solid waste management, and 2) heritage tourism development. All three levels of local government -- provincial, municipal and barangay -- have been involved in both demo projects to varying degrees.

- In Phase II of the project, a ***multi-stakeholder strategy development process was initiated for three levels of government on the island: provincial, municipal and barangay***. This resulted in each barangay completing a community action plan, five municipal strategic plans (with strategic directions for the environment, social, economic, infrastructure and development administration sectors), and a provincial strategic directions document (with broad policy directions for each of the five sectors). All of these plans have been integrated. This process is based on substantial community involvement and is designed to be on-going.

- The ***Guimaras Steering Committee met regularly throughout the period of April-July 1996 to***: (i) prioritize problems and issues identified through the participatory strategic planning process, (ii) identify the pilot projects (solid waste management and tourism) aimed at implementing key priorities contained in the strategic plans, and (iii) begin the integration of strategic directions identified in the strategic planning process into the Master Development Plan for the Island.

- In September 1996, the CUI undertook a project management assignment in Guimaras to consult with local partners and the steering committee and to ***finalize the project design and workplan for Phase III*** of CUI collaboration (i.e., until March 1998). During this time, the CUI signed a formal Memorandum of Agreement with the Province for Phase III activities.

- ***Training in Canada*** of five Filipino professionals in the areas of tourism development, solid waste management, ports management, economic development, local governance and project management took place during October and November 1996. The output of this study tour was the design of the pilot projects in solid waste management and heritage tourism, led by the study tour participants.

- ***Undertook stakeholder consultations on demonstration project designs and workplans and approval by the Steering Committee***. Following a series of provincial and municipal consultations on the Heritage Tourism and the Solid Waste Management pilot projects, the Steering Committee approved the designs and workplans of each.

HERITAGE TOURISM:

- ***Formulated the project design of the provincial heritage tourism pilot project***. Designed to complement the existing economic and tourism activities, the overall goal of the heritage tourism project is to develop and promote the cultural, historical, natural, livelihood and religious heritage of the Province. The program has two components: barangay tourism and excursion tourism. ***Barangay tourism*** focuses on environment, social, institutional and economic development at the barangay level through a participatory partnership between the barangay residents, the municipality and the province. It will be marketed to the international travellers' market. ***Excursion tourism*** will promote excursions to and tours of the island to the regional market. Requiring little capital outlay, the excursion tourism component will take advantage of the existing tourism opportunities of the province. To operationalize the provincial heritage tourism pilot project, a tourism program for the Municipality of Nueva Valencia has been designed and is about to begin implementation. It will focus on participatory, community-based project planning- implementation-monitoring-evaluation, capacity building, and policy/ordinance review.

- ***Organized the Heritage Tourism Project Implementation Task Force***. Through an executive order issued by the Provincial Governor, the PITF was formed to spearhead the project activities. The task force is a multi-stakeholder body mandated to implement, monitor and evaluate project activities.

- ***Conducted a Tourism Policy Awareness Symposium to review policies and regulations related to tourism activities*** in the province and its municipalities.

- As part of the implementation of the heritage tourism project in ***Nueva Valencia***, the municipality and CUI have begun holding ***tourism policy development workshops*** with municipal legislators and key municipal department heads.

- Undertook a ***Tourism Marketing Workshop in the Municipality of Nueva Valencia*** as an input to the preparation of a ***Tourism Marketing Plan***. In attendance were representatives from the Province, the municipality, barangays, resort owners, local industries and other key stakeholders.

- ***Completed the draft Action Plan for Heritage Tourism*** in Nueva Valencia. The draft Action Plan was presented in a workshop to the multi-stakeholder Municipal Development Council (MDC) of Nueva

Valencia and the Secretary Mina Gabor of the Department of Tourism for review and approval. It has been unanimously endorsed by the MDC to the municipal legislative council.

- ***Partnerships were formed to implement the heritage tourism project in the Municipality of Nueva Valencia.*** The ***University of Philippines, Western Visayas*** is providing volunteers to the project to undertake tourism marketing, community organization and surveying. The ***Taos Puso Foundation*** (a local NGO) is handling the livelihood component for the barangays.

- ***Mobilization of funds*** (i.e., training and assistance in the preparation of funding proposals and meetings with potential funders). ***A heritage tourism proposal was prepared and submitted to the Department of Tourism for funding of activities in Nueva Valencia.***

SOLID WASTE MANAGEMENT:

- ***Formulated the design of the solid waste management pilot project.*** The project design and workplan was finalized by a core group composed of: the Environment and Natural Resource Office (ENRO); Provincial Health Office; Provincial Engineer's Office; Provincial Planning and Development Office; Municipal Planning and Development Coordinators; German Development Service and the European Community-funded Small Islands Agricultural Support Services Program (SMISLE). The pilot project has four objectives: 1) to enhance the capabilities of the public sector, private sector and civil society in assessing environmental problems and defining strategic actions; 2) to develop an integrated solid waste management action plan through a participatory and multi-stakeholder process; 3) to raise community and stakeholder awareness on solid waste management issues; and 4) implement reduce-reuse-recycle initiatives in the Province.

- The ***provincial-level Integrated Solid Waste Management PITF was created*** and the organizational structure and functions were defined. ***Five municipal solid waste management PITFs*** were also created.

- ***Mobilization of funds*** (i.e., training and assistance in the preparation of funding proposals and meetings with potential funders). ***CIDA's Local Government Support Project (LGSP) provided approximately C$50,000*** for the assessment, planning and actual project implementation costs of the integrated solid waste management pilot project at the provincial level. ***The Institute on Governance through the Canada-ASEAN Governance Innovations Network Programme provided funding and technical cooperation worth approximately C$100,000*** for certain components of the integrated solid waste management pilot project at the municipal level.

- ***Municipal project orientation on the integrated solid waste management project was conducted***. All municipal mayors and the prospective members of the municipal project implementation task force participated.

- ***Formulated the detailed workplan for the integrated solid waste management project*** and highlighted the roles and responsibilities of the PITF in accomplishing the work targets.

- ***Designed and implemented the Guimaras Waste Stream Study, a participatory field analysis and assessment.*** The purpose was to gather and evaluate the volume, type, density, composition, and practices on household, institutional and agricultural waste. The assessment was conducted by the island's garbage collectors (with assistance and coordination from the Provincial Engineer's Office and the Provincial Health Office) during their regular garbage collection activities.

- ***Delivered a series of assessment and action planning workshops related to solid waste management in 5 municipalities and at the Provincial level.*** The purpose of these workshops was to conduct an overall participatory assessment of provincial and municipal systems related to the management of solid waste. This included a ***review and strengthening of policies, laws, regulations and ordinances related solid waste management at the provincial and municipal levels***.

- ***Formulation of a Guimaras Integrated Solid Waste Management Action Plan (5 municipal action plans and 1 provincial action plan).*** This involved: 1) the formulation of 5 municipal solid waste action plans; 2) the formulation of a provincial solid waste, resulting from a two-day provincial workshop that consolidated each of the municipal action plans into a provincial plan. The action plan was presented to and adopted by the Provincial Board.

- ***Conducted Experience Sharing Workshops on SWM*** in December 1997, together with the CAGIN Regional Research Coordinator. The output of the session was the ***action research design for the SWM project***.

- ***Commenced action research activities in SWM*** to document the process, problems, experiences and learnings in the solid waste management demonstration project.

OTHER:

- Assisted the Provincial Health Office in the ***organization and delivery of Health Strategic Planning Workshops*** for the ADB-assisted "Health Service Delivery Program for Guimaras."

- ***Conducted a three-day environmental policy review and formulation workshop*** with 76 stakeholders from the municipal and provincial governments and non-governmental organizations. The participants agreed to recommend the preparation of a comprehensive local environment code incorporating the installation of an environmental impact assessment system.

Objective #3: To strengthen skill capacities of recipient organizations.

- ***Within Phase II, a multi-disciplinary team of provincial and municipal staff members received training*** in the following areas:
  - ◊ strategic planning
  - ◊ data analysis
  - ◊ group facilitation
  - ◊ problem-solving
  - ◊ proposal writing
  - ◊ gender issues
  - ◊ participatory decision-making
  - ◊ land use planning
  - ◊ environmental impact assessment
  - ◊ recycling and waste management
  - ◊ models of economic development
  - ◊ computer-based planning applications.

- The CUI, together with the Province of Guimaras, co-developed and obtained funding from CIDA-Bilateral through the Local Government Support Program (LGSP) for the ***Data Management Capability Building Program for Strategic Planning and Municipal Management***, which was complementary to the strategic planning and land use planning processes conducted by the CUI. It involved training in land use data management and the purchase of three computers. This program, which was initiated during Phase II, was completed successfully at the end of 1996.

- ***In June 1996, two Canadian professionals undertook professional assignments in Guimaras*** to: (i) meet with the Steering Committee in order to assist in the identification of micro-projects to be implemented in Guimaras Phase III and help to finalize the workplan, (ii) to provide advice on the design of a solid waste management project and other environmental management programs, and (iii) participate in events related to Guimaras Environmental Awareness Year 1996.

- ***In October 1996, 4 Filipino professionals undertook a 3-week professional placement with organizations in Victoria and Vancouver*** to develop their capacities in the areas of tourism planning and promotion; infrastructure planning, development and funding; environmental health, sanitation and clean-up; solid waste management; community economic development; and territorial planning.

- ***In November 1996, the CUI-Philippines project manager participated in a three-week training workshop on economic strategy development*** organized in Canada and involving participants of all of CUI's projects world-wide. This was designed to be a "training the trainer" initiative, and the learning experiences from Canada are being shared with key LGU officials in the Philippines.

- ***In September 1997, 5 Filipino professionals undertook a 2-week study tour and professional placements with organizations in British Columbia*** to expose them to Canadian experiences and methodologies in local government environmental management, heritage tourism development, solid waste management, financial management and revenue raising, and planning and development.

- ***Undertook a situation analysis and recommended structures and mechanisms for more effective development planning, implementation, monitoring and evaluation (PIME)*** in the Province. Among the recommendations made were: a) preparation of an integrated monthly work plan for the Province; b) capability building of the Provincial Development Council, the Provincial Planning and Development Office and planning staff of the key departments to enhance their skills in policy and project coordination; and c) strategic program development workshops to translate the strategic directions prepared during CUI Phase II into concrete sectoral programs (i.e., health, agriculture, social development) and projects.

- ***Prepared a Training Manual on Project Management*** to be used for training of provincial and municipal planning staff on project implementation, monitoring and evaluation (PIME).

- ***Assisted in the design of and facilitation of a Health Strategy Planning Workshop for the Provincial Health Department***. This Health Strategy Workshop, as part of CUI's assistance to the Provincial Planning and Development Office and key provincial and municipal departments, demonstrated the linkages between the provincial and municipal strategic planning process and sectoral (including health) program development and implementation.

- Assisted the PPDO and the PHO in preparing a funding proposal, workplan and budget and setting up the Project Implementation Unit for the ***Integrated Community Health Services Project***, an initiative assisted by the Asian Development Bank.

- ***Conducted workshops to orient municipal officials and provincial legislators on solid waste management.***

- ***Guimaras Provincial Engineer undertook a study tour to Boracay Island*** to collect ideas for the design of the barangay lodge (a component of the heritage tourism project) and to observe first-hand the challenges associated with sustainable small island tourism development. This facilitated the sharing of learnings between CUI's two projects in the Philippines. A ***proposed design for the barangay lodge has been completed.***

- ***Conducted workshops on project management to enhance the skills of provincial employees involved in project development.*** The outputs of the workshops were ***five project proposals*** based on the needs identified in their respective programs.

- ***Completed a heritage tourism marketing workshop in Nueva Valencia.*** A total of 36 participants representing the various sectors in the tourism industry in the municipality participated. In addition to the training on marketing concepts and tools, a tourism marketing plan for the municipality is being completed based on the results of the workshop.

- ***An assessment report recommending structures and mechanisms for an improved development PIME*** (planning, implementation, monitoring and evaluation) was presented to the Planning and Development staff of the province for review and appropriate actions. Implementation was put on hold due to pending local elections in May 1998.

- ***Completed three workshops on project management, financial management and proposal preparation for 65 local government personnel*** to enhance their skills in planning and implementing development projects. Based on this, local government officials completed proposals on social, economic and environmental projects for funding under the development fund of the province.

- ***Conducted training and orientation on action research skills to personnel in the Environment and Natural Resource Office*** to equip them in data gathering, process documentation and reporting. The group subsequently adopted guidelines for preparing project documentation in the solid waste action research initiative of CAGIN.

- ***Provided technical cooperation to the Office of the Governor of Guimaras and the Provincial Health Office in the preparation of a proposal to the Galing Pook Awards for the province's Health Insurance Project*** (which ranked no. 4 nationally). CUI is subsequently providing guidelines for replicating similar contests within the province.

- ***Capability building of beneficiaries (POs and cooperatives) of the ABS-CBN Communities-in-Crisis Project.*** The focus of trainings is on policy formulation and sourcing funds for alternative livelihood initiatives. (ABS-CBN is the charitable arm of a Filipino television station).

- ***Co-developed with the Province of Guimaras a proposal to the LGSP program for the Guimaras Economic Enhancement Program (GEEP).***

- ***Ongoing assistance provided to the Provincial Social Welfare and Development Office (PSWDO) and the Municipality of Buenavista in preparing funding proposals and sourcing funds for the Core Shelter Housing Program*** in Barangay Sto. Rosario, the main port of entry to the municipality and a Special Economic Zone (Ecozone).

Objective #4:	***To promote broad-based stakeholder and community awareness as well as provide mechanisms for public feedback and input.***

- Initiated a ***broad-based stakeholder and community awareness program in Guimaras during Phase II activities***.

- ***Ongoing implementation throughout Phase III of public awareness and involvement campaigns*** (e.g., consultations, workshops, education campaigns and preparation of explanatory materials) related to the development of strategies for and implementation of demonstration projects on solid waste management and heritage tourism.

- ***Prepared press releases and regular newsletters*** on CUI activities for key stakeholder and community groups.

- ***Prepared various information brochures on the solid waste management and heritage tourism pilot projects*** for use during the stakeholder communication and consultation activities.

- ***Prepared summaries (in brochure form) of the 5 municipal strategic directions and the provincial strategic directions*** produced in Phase II. These brochures will be used by the LGUs in their resource mobilization activities.

- ***Launched and contributing to a weekly column in a regional daily newspaper as part of the information dissemination activities of CUI and CIDA***. The column entitled "Local Drive" covers topics related to local governance, sustainable tourism management, sustainable development and economic development.

- ***Retained a local community mobilization coordinator*** to:
  - ◊ conduct a tourism profile analysis, tourism awareness activities, and project proposals for 2 barangays
  - ◊ assist the Municipality of Nueva Valencia with its tourism action planning and marketing activities.

- ***Created a plan for a SWM Project Design Competition,*** as a mechanism to involve and raise the awareness of barangays, NGOs, farmer cooperatives and small business owners in waste reduction/reuse/recycling.

- ***Action research and experience sharing activities were held for the SWM demonstration project.***

- (see also "Achievements" under Objectives 1, 2 and 3 for a more detailed description of accomplishments in this area.)

Objective #5:	***To promote linkages between Canadian and recipient country organizations for professional and business purposes. This includes identifying opportunities for the provision of infrastructure and further technical assistance for multi-lateral and private funding institutions.***

Achievements:

- ***Professional linkages have been established with numerous Canadian organizations*** including:
  - ◊ ***private sector*** – EcoPlan International, Delta Agri-Eco Tourism, Delta Rifle Bird Sanctuary, Arthur Anderson & Co., Festival Hall (Toronto), Overberry Farm Resort (Thetis Island, B.C.), Advanced Performance Systems, Regional Sourcing Ltd., Capernwray Harbour Bible School and Conference Centre, Cowichan Native Village, Inniskillin Winery.
  - ◊ ***public sector*** -- Capital Regional District (Victoria), City of Victoria, City of Vancouver, City of Toronto, City of Ottawa, City of Nanaimo, District of North Cowichan, Town of Chemainus, Town of Niagara on the Lake, Township of Cumberland, City of London, Municipality of Ottawa-Carleton, Islands Trust (B.C.), Salt Spring Island Trust, Salt Spring Island Parks, Arts and Recreation Commission, Salt Spring Island Sewerage Commission, Salt Spring Island Recycling Depot, Saanich Peninsula Recycling, Nanaimo Regional District, Toronto Economic Development Corporation, Ottawa-Carleton Economic Development Corporation, Toronto Business Development Centre, Tourism Nanaimo, Victoria Port Authority, Tourism Victoria, BC Ministry of Small Business, Tourism and Culture, Resort Municipality of Whistler, Parks Canada.
  - ◊ ***non-profit*** -- Institute on Governance, Institute of Cultural Affairs, Anglican Church of Canada (Camp Colombia), Ottawa Life Sciences Council, Field-to-Table (Toronto), Victoria Composting Education Centre.
  - ◊ ***academic*** -- the University of British Columbia Centre for Human Settlements, the UBC Institute for Asian Research, University of Victoria Local Government Institute, Carleton University.

  (Note: Many of these linkages involved professional placements of Filipino professionals in Canada through the organization of study tours.)

- The CUI ***coordinated and integrated its activities with other foreign-assisted projects*** in Guimaras. The ***German Development Service*** (GDS) and the ***European Community-funded Small Islands Agricultural Support Services Program*** (SMISLE) are involved in the pilot project designs and will be involved in implementation.

- The ***German Development Service*** (GDS), acting as consultants for the Provincial Planning and Development Office, cooperated with the CUI in the implementation of the Data Management Capability Program. A GDS representative is a member of the CUI-Guimaras Management Committee and assisted in the provincial and municipal strategic planning workshops during Phase II. The GDS is partnered with CUI in the formulation and implementation of the strategic action plan for integrated solid waste management.

- The ***European Community-funded Small Islands Agricultural Support Services Program*** (SMISLE) actively participated and contributed to the CUI-led strategic planning process in Phase II. A SMISLE representative sat as a member of the CUI-Guimaras Management Committee and provided expertise in the natural environment during the provincial and municipal workshops. Further, SMISLE has been using the barangay-generated data as a source of micro-project ideas. SMISLE is coordinating and complementing its activities with those of CUI in Phase III. Further, ***SMISLE and CUI are working together to explore establishing the Guimaras Council for Sustainable Development.*** The Council is envisioned as an integrating body for the restoration and preservation of the Guimaras environment. A concept paper has been prepared by CUI and was discussed in January 1997 with the Technical Working Group on Environment of the Province of Guimaras.

- 1996 was Environmental Awareness Year in Guimaras. Environmental protection and awareness programs were designed by the Provincial Planning and Development Office using environmental components of the CUI's strategic planning process. ***CUI was a member of the Province's Environmental Working Group***.

- ***A Development Task Force has been established to identify funding sources*** (foreign donor agencies and national government agencies) to ensure the implementation, monitoring and evaluation of village-based projects identified through the strategic planning and land use planning processes.

- Since the commencement of Phase III, CUI-Philippines staff were ***active in networking to source funds and seek participation in Guimaras activities***. Linkages have included the Ford Foundation, the Asian Institute of Management, the Asian Development Bank, CIDA-Manila LGSP program, UNDP Urban Management Program (Asia), SGV (Anderson) Consulting, ABS-CBN Foundation, the Institute on Governance and others.

- Prepared a funding ***proposal for a Municipal Solid Waste Management Program*** from the Canada-ASEAN Governance Innovations Network Program of the Institute on Governance (IOG). The proposal was approved in May 1997 for approximately C$100,000.

- William Trousdale, ***a Canadian environmental and tourism planner, undertook a medium-term training and advisory assignment*** in the Philippines from December 1996 to May 1997. His assignment focused on assisting in the design and implementation of the solid waste management and heritage tourism projects. He is expected to return for a follow-on advisory assignment related to heritage tourism in the Fall of 1997.

- An ***information sharing session*** was conducted by the Provincial Tourism Officer Amparo Buncad for members of the Guimaras Resorts Association. Ms. Buncad, who undertook a professional placement to Canada in September 1996, described the Canadian experience in encouraging the private sector in tourism development and promotion. One of the tangible results of the sharing session has been the development of a strategy for the Association to assist in promoting tourism in the province.

- ***Produced and distributed CUI's quarterly newsletter, the Urban Century***, to a network of approximately 1000 Canadian professionals. The newsletter contained an article on the Guimaras project.

- Together with the ***Institute on Governance*** (through the CAGIN program), finalization of the design and workplan for the implementation of the Action Research component of the Guimaras solid waste management program. This led to the ***signing of a Memorandum of Cooperation between the Canadian Urban Institute and the Institute on Governance*** for collaboration in the formulation and implementation of the province's integrated solid waste management system though action research.

- ***Ongoing work with the LGSP (CIDA Bilateral)*** in the implementation of provincial component of the island's integrated solid waste management system.

- Assisted the Province of Guimaras to prepare and to submit a ***UNCHS Best Practices Document*** on the CUI-Guimaras project.

- Ongoing work with ***LGSP (CIDA Bilateral)*** on solid waste management design and implementation.

- ***Facilitated initial discussions with the Iloilo City Government and Province of Guimaras for cooperation and sharing of solid waste management experiences and learnings***.

- ***Continue the exchange of information and case studies from Canada*** on solid waste management, tourism development and promotion, and project planning, implementation, monitoring and evaluation, etc.

- CUI-Philippines project manager delivered ***training to the Municipality of Phuket and other Thai local authorities*** on multi-stakeholder strategic planning and integrated solid waste management drawing on the CUI-Guimaras project experiences.

Objective #6:	***To critically evaluate the program's achievements with a view to determining specific areas for Canadian involvement in the recipient country.***

Achievements:

- ***Final evaluation sessions for Phase II activities*** were conducted by CUI, the Canadian Embassy in Manila and CIDA prior to the commencement of the current phase of project activities in April 1996. Mr. Pierre Tanguay was commissioned by CIDA to conduct an ***independent evaluation*** of the project. He also made recommendations on this current phase of activities in the Philippines. Mr. Tanguay travelled to the Philippines for two weeks in March 1996 and conducted interviews with over fifty people. Please see Mr. Tanguay's full report, *Canada-Philippines Cooperative Program in Economic Development and Environmental Protection: Evaluation Report* for more detail on his findings.

- CUI introduced an ***improved system for project monitoring and evaluation***, based on lessons learned from Phase II.

- ***Quarterly evaluations*** of project progress have been conducted throughout the program.

- Canadian and Filipino participants have completed ***project evaluation surveys***, which the CUI uses as a tool to facilitate performance measurement of its programs and to provide input to our continuous improvement process. This performance measurement system will continue.

- ***Living documentation*** of project formation and development processes is being maintained.

- ***Participatory monitoring and evaluation sessions were conducted at regular intervals throughout the program***.

- During early 1998, the ***new Canadian Ambassador to the Philippines travelled to Guimaras to visit the CUI project and partners and to see first-hand the accomplishments***.

- ***CUI-Philippines Project Manager attended the Results-Based Management training workshop in Manila, sponsored by CIDA***.

- ***CUI conducted a full evaluation of Phase III activities upon completion of the program***.

2.3 CONTEXT -- BORACAY ISLAND

Boracay Island -- located just off the northern tip of the Island of Panay, in the Municipality of Malay, Province of Aklan -- has grown in popularity as a destination for both foreign and local tourists in recent years. Boracay, with tourist facilities that include more than 2,000 rooms (1995) and an array of commercial establishments, enjoys an average of 8,000 domestic and foreign tourists a month. The island's pride, its 7 kilometre white sand beach, has been referred to as one of the best beaches in the world.

While Boracay's popularity as a tourist destination has greatly contributed to its economic growth, rapid and unplanned development on the island to meet the demands of its increasing number of visitors has also resulted in tremendously environmental degradation. The Department of Tourism (DOT) -- which has been mandated to administer and control development in Boracay as well as other designated tourist zones and marine reserves in the country by virtue of Presidential Proclamation No. 1801 and Executive Order No. 120 -- undertook the preparation of the Boracay Master Development Plan in 1990 to address this problem. A feasibility study for the Boracay Environmental Infrastructure Project (BEIP) was also undertaken to deal with the potable water supply, sewerage treatment and solid waste management problems of the island. A loan agreement between the Overseas Economic Cooperation Fund (OECF) of Japan and the Philippine Tourism Authority, the implementing arm of DOT, was entered into in August 1995 for the implementation of the BEIP.

While the implementation of the BEIP will definitely address the three major problems of Boracay in terms of putting the necessary infrastructure to deliver such services as water supply, sewerage treatment and solid waste systems, there is a strong need to implement projects that would encourage and promote public awareness and participation in development planning, control and management.

DOT approached the CUI to provide cooperative assistance in a project to promote sustainable development practices on Boracay Island with the participation of LGUs and the community. DOT, through the Boracay Island Development and Management Project Team (BIDMPT), has been responsible for the implementation of the project. CUI provided cooperative assistance to this project through the assignment of project management and technical consultants from funds provided by CIDA.

The goal of the project was:

To promote sustainable development practices in Boracay Island through community-based initiatives that help to ensure its environmental and economic well-being and maintain its attraction as a premier tourist destination of the Philippines.

Two phases of project implementation. Running from June 1996 to March 1998, ***Phase I*** was devoted to strengthening the implementation of the development guidelines for the sustainable development of the island which included capability building of concerned bodies. This had the following components:

- capability building of the local government units (barangay, municipal and provincial) and the BIDMPT of DOT;
- formulation of a sustainable development strategy for Boracay Island;
- recommendation of appropriate amendments to strengthen Boracay Island's development control system (which includes the Master Development Plan Guidelines and municipal ordinances) based on principles of sustainable development;
- formulation of an integrated solid waste management action plan for the island using a strategic, community-based and participatory approach, as well as the implementation of related small-scale projects in partnership with the LGU and community-based organizations;

- an analysis of the island's carrying capacity;
- the design of an environmental monitoring system on the island; and
- community participation, outreach, and education activities.

Phase II, which commenced in April 1998 under the follow-on *International Partnership Program in Strategic Urban Management* (IPPSUM), is focusing on the formation (in cooperation with DOT, the Province of Aklan, Municipality of Malay, other relevant government agencies and the Boracay community) of a public-private governance body to be responsible for the planning, development, overall management, maintenance and promotion of Boracay Island on a sustainable basis. The body's role would be to protect this small island's natural and cultural environment, thereby safeguarding investments and promoting the well-being of the community. It would be participatory in its approach to promoting sustainable forms of development and, accordingly, comprised of stakeholders representing all major interests on the island: residents; community groups; NGOs; local government units (provincial, municipal and Barangays), Department of Tourism, Philippines Tourism Authority and other line agencies; private sector interests (e.g., accommodation associations, landowners, investors, enterprise owners, financial institutions, etc.), and others.

2.4 ACHIEVEMENTS IN RELATION TO OBJECTIVES (BORACAY)

Objective #1:	***To establish a legitimate and workable management structure to effectively implement each project.***

Achievements:

- A ***CUI-Boracay Project Coordination Office*** was integrated into the Department of Tourism's (DOT) Boracay office. ***Local project management systems*** from the Guimaras project have been carried over to CUI's Boracay project. Training of the CUI's new project manager commenced in June 1996 and was completed in November 1996.

- CUI acted in an advisory capacity to the DOT's ***Boracay Island Development and Management Project Team (BIDMPT)***, which is comprised of the DOT Region 6 Director, the DOT Chief for Community Development (responsible for policy), a Philippine Tourist Authority Engineer (responsible for infrastructure), a DOT lawyer (responsible for legal advice), and three support staff. These three support staff were formally seconded to the CUI project coordination team.

- A project ***Steering Committee***, consisting of key stakeholders on the island, was formed to provide advice to the CUI and the DOT-BIDMPT on the project workplan and the design of the consortium.

- In June 1996, CUI Associate Len Vopnfjord, Director of Planning for the City of Victoria, undertook a professional placement in Boracay to assist in ***determining the organizational structure of the Boracay Consortium***. The Assistance was provided in the following areas: (i) identifying and recommending an organizational model for the consortium (which will be a non-profit entity based on a public-private partnership and modelled after the Canadian "Business Improvement Area" or BIA), (ii) recommending roles and functions for the consortium, (iii) identifying mechanisms for revenue raising for the consortium, and (iv) designing a workplan. With the proposal to hand over responsibility for the development of Boracay's environmental infrastructure (water and sewer) to a newly established Malay Water District, there has been a rethinking of the consortium concept. DOT is recommending the establishment of a multi-stakeholder, community-based organization responsible for promoting sustainable development practices on

Boracay Island. Formal initiation of the consortium has been delayed given the current fluid political environment on Boracay. An interim organizational structure has instead been established for the project. Known as the ***Boracay Task Force***, it comprises representatives of national government agencies, local government units, major developers on the island (Fil-Estate, Ayala and Primetown), and the resort association of the island and is addressing issues and concerns related to sustainable development of the island. Eventually, it is envisioned that the Consortium would be a non-profit corporation to ensure the maintenance of an environment conducive for sustainable tourism development while at the same time improve the quality of life for Boracay stakeholders. It would have an elected Board of Trustees, a Policy Advisory Committee, and a Technical Advisory Committee.

- ***The first Steering Committee (SC) meeting was held on June 26-28, 1996***, at which ***the organizational structure/roles/functionsof the consortium were determined*** and a draft ***18-month general workplan*** for the project was formulated. The SC continues to meeting regularly.

- The ***organizational model for the consortium (community based governance body) was presented to the Council of the Municipality of Malay*** on July 11, 1996.

- In September 1996, the ***project design and workplan*** were finalized and approved by CUI's partner organization, the Department of Tourism.

- ***Reorganized and revitalized Boracay's Solid Waste Action Team (SWAT)***, with the involvement of the Municipality of Malay, Provincial Government of Aklan, barangay councils, Department of Tourism (BIDMPT), Department of Environment and Natural Resource Office, Boracay Foundation, Scuba Divers Association, and pumpboat operators' associations, as the integrating body for all solid waste management activities on the island. The SWAT has since met on a regular basis.

Objective #2: To facilitate the creation of a multi-stakeholder strategy development process.

- The ***first Boracay Stakeholders Workshop was held on May 2-3, 1996***. It was attended by over 35 local, regional and national-level stakeholders. Achievements from the workshop included: (i) input to the SWOT (strength, weaknesses, opportunities, threats) analysis, (ii) agreement on the need for the consortium and its preliminary role, and (iii) election of Steering Committee members.

- A ***series of informal consultations with local stakeholders on the design and functions of the consortium*** were undertaken by the Local Project Team and two Canadian consultants on assignment during the May-June 1996 period.

- ***Agreement was reached on the broad sectoral areas where the consortium should focus its strategy development activities*** (see planned activities below).

- The ***following organizations collaborated with CUI and DOT on the Boracay initiative***:
  - ◊ Philippines Tourism Authority (PTA) -- tourism promotion and marketing
  - ◊ Department of Environment and Natural Resources -- environmental assessment and technology
  - ◊ Municipality of Malay -- policy and legislative support
  - ◊ Province of Aklan -- policy and legislative support
  - ◊ CIDA-LGSP -- funding assistance for capability building projects.

- In May-June 1996, a ***Canadian solid waste management professional*** from Victoria, BC conducted an assignment focus on solid waste management and recycling. She undertook ***a situation analysis and made recommendations for actions***. She also held a ***series of workshops with resort owners and local businesses***, and led ***environmental education activities for school children*** related to anti-littering and waste reduction

- In December 1996, a ***Canadian Consultant prepared a preliminary contextual analysis and helped to refine the concept and workplan for the solid waste management demonstration project***.

- Produced a ***Situation Analysis Document entitled "Trouble in Paradise,"*** outlining the critical issues facing the environment and the administrative structures of Boracay Island as well as discussing a range of potential solutions.

- Formulated a draft ***action plan on solid waste management for Boracay Island, entitled "Zero Waste Management: Towards a Sustainable Future."*** The action was developed using a participatory and strategic approach. The action planning process included:
    - ◊ Undertaking an assessment of solid waste management on Boracay Island. Entitled ***"Solid Waste Management: Assessment and Overview,"*** the document examines the regulatory framework for SWM, the stakeholders, and the current situation of solid wastes. It also outlines current SWM practices on the island and assesses where there are problems and deficiencies with the current system. The plan was validated through stakeholder consultations in December 1997.
    - ◊ A workshop called ***"Zero Waste Management: Towards a Sustainable Future for Boracay – Action Planning Workshop (April 18, 1997)"*** was held with key stakeholders to validate the initial assessment and to identify options for the action plan. ***Supporting training materials*** were developed for this workshop.

- With the involvement of the Local Government Units (LGUs), completed a study entitled ***"Development Control: A Participatory Community-Based Review of the Master Development Plan Guidelines and Municipal Ordinances."*** Given the ongoing and serious violations of these regulatory mechanisms, the purpose was to a) determine deficiencies in the guidelines and ordinances vis-à-vis the promotion of sustainable development practices, b) to where, how and why the regulations are not being enforced, and c) and to recommend ways to strengthen these regulations and their enforcement in view of future development trends. This assessment also focused on the issue of coordinating the MDP guidelines with municipal ordinances and enforcement mechanisms. In preparing this report, the following data gathering activities were conducted:
    - ◊ Public input was sought in the review by way of a ***Community Survey, produced in both English and Tagalog***;
    - ◊ ***A series of interviews with key stakeholders and decision-makers; and***
    - ◊ Research and a comprehensive ***review of legislation, regulatory codes, municipal ordinances and other relevant documents***.

- ***Conducted a workshop on sustainable development strategic planning*** for the 24 key stakeholders composed of national government agencies, local government units, resort association, association of boat owners, youth and developers. Based on the results of the workshop, a draft sustainable development strategy will be completed.

- Formulated a ***draft Environmental Management and Sustainable Development Strategy for Boracay Island***. The draft strategy will be validated through a series of upcoming community assemblies and information dissemination activities before final approval is sought from the Municipality of Malay.

- ***Initiated the implementation of small-scale pilot projects on solid waste management*** through the conduct of zero waste management training, composting demonstrations and recycling seminars. Various solid waste management projects have been identified based on the initial action plan prepared by the multi-stakeholder group. The Boracay Solid Waste Action Team will coordinate the implementation and monitoring of these programs and projects, in partnership with LGUs and community-based organizations.

- ***Designed an environmental planning and monitoring system for Boracay Island***, which will include a series of ***multi-stakeholder workshops*** to raise awareness of environmental issues and imperatives, build community partnerships, undertake environmental action planning, strengthen regulation and enforcement, and generally to seek input and build consensus on previous analyses and future directions.

- ***Conducted a participatory analysis on the carrying capacity and sustainable development needs of Boracay Island***. The document, entitled ***"Carrying Capacity Considerations: Managing a Unique Tourism Destination"*** sets forth an analysis of options, constraints, indicators and governance mechanisms to manage growth within the carrying capacity envelope.

- The ***draft Sustainable Development Strategy for Boracay Island was validated and revised through a series of community assemblies and information dissemination activities***. These workshops took place in December 1997 and are documented in a background report and training materials. Final approval is being sought from the Municipality of Malay.

- Prepared an ***analysis of recommended governance, organizational structures and regulatory mechanisms for managing Boracay's sustainable development*** (which is included in the environmental management and sustainable development strategy).

Objective #3: To strengthen skill capacities of recipient organizations.

- In May-June 1996, ***two Canadian professionals undertook an assignment in Boracay*** to: (i) identify and present the ***strengths and weaknesses of various organizational models*** for the formation of Boracay consortium, (ii) conduct ***training workshops and public awareness activities on solid waste management issues and recycling*** for school children, resort owners, church leaders and workers.

- ***CIDA-LGSP has provided P100,000 (CDN$5,000)*** to the project in order to ***build the capacity of the Municipality of Malay with respect to recycling/zero waste management.***

- ***Training of BIDMPT staff in the areas of project management and planning*** commenced in July 1996.

- In November 1996, the CUI-Philippines project manager participated in a ***4-week training workshop on economic strategy development*** in Canada and involving participants of most of CUI's projects world-wide. During this time, he also examined ***Canadian best practices in integrated municipal solid waste management*** and worked with CUI-Toronto ***to conduct research on best practices in solid waste management in other developing countries***. This was designed to be a "training the trainer" initiative, and the learning experiences from Canada are being shared with key LGU officials in the Philippines.

- With Local Government Units (LGUs), commenced an ***assessment of the implementing guidelines of the Boracay Tourism Master Development Plan to determine ways to strengthen these*** given existing violations of the guidelines/plan and anticipated future development trends. This assessment also focused on the issue of ***coordinating the implementing guidelines with municipal ordinances and enforcement mechanisms***.

- CUI assisted DOT in ***building the capability of the BIDMPT and LGUs*** (through holding seminars, workshops, training, job coaching) in the area of sustainable development project planning and integration, as well as on inter-agency cooperation in policy development, planning and action. The BIDMPT staff were involved in data gathering and analysis and were given specific assignments related to the project activities. Job coaching sessions were held to discuss data assessment techniques and methodologies. They were also given specific assignments in workshops and field studies conducted.

- Conducted an ***organizational development needs assessment for DOT/BIDMPT*** as a basis for identifying needs and development of human resources for the environmental and growth management of the island.

- A local ***consultant specializing in sustainable development planning*** was hired to assist in the conduct of the sustainable development planning workshop.

- In June 1997, Edwin Trompeta, Director of Region VI, Philippines Department of Tourism, participated in a ***three-week study tour that examined Canadian experiences in tourism development and marketing, sustainable development for small islands, and governance systems for resort municipalities***. The tour included Toronto, Niagara, Barrie, Orillia, Hamilton, Vancouver, Squamish, Whistler, Victoria and B.C.'s Gulf Islands.

- A medium-term Canadian environmental planner and tourism specialist provided technical assistance to ***(1) engage stakeholders in a process leading to consensus on the island's carrying capacity, (2) undertake capacity building on environmental management and sustainable development of small island environments for tourism, (3) validate through public consultations the solid waste management action plan and the sustainable development strategy***. The consultant also assisted in the formulation of strategies and initiation of micro-projects related to environmental protection, solid waste management and sustainable island development. He has also undertaken research activities in Canada to support his overseas assignment.

- ***Completed a Capability Needs Assessment Survey*** of the major stakeholders on the quality of services provided by the BIDMPT and other local tourism personnel. This led to the a) ***development of a Capability Building Plan*** for the BIDMPT staff at DOT and b) ***delivery of training for BIDMPT on team building and client-focused management***. Each staff then prepared a professional development program for enhancing their interpersonal skills and client relations.

- ***Built the capacity of LGUs and relevant national government agencies (DOT, Department of Health, Department of Environment and National Resources) in the area of environmental management and monitoring for the island***.

Objective #4:	***To promote broad-based stakeholder and community awareness as well as provide mechanisms for public feedback and input.***

- A ***stakeholder communication, involvement and education plan*** (May 1997) was formulated. It involves the production of flyers, posters, primers and discussion papers; undertaking a media relations campaign; preparing newspaper articles and holding media interviews; opinion/attitude surveys; essay writing contests; and conducting meetings and workshops in the community.

- A series of ***meetings/workshops were held with key stakeholders*** on the island, as well as representatives of national agencies active on Boracay, to seek input on the ***design of the project***.

- In May-June 1996, a ***series of workshops were held with resort owners, local business people, school children and community-based associations on: 1) the design and organizational structure of the proposed Boracay Consortium, and 2) solid waste management, waste reduction, and recycling***.

- ***Consultations with LGUs*** on the island were undertaken in July-August 1996 to seek their input and collaboration on the project's design and implementation. These included a series of consultations with Barangay Captains and Municipal Councillors.

- ***Implementation of the stakeholder communication campaign*** began with:
  - ◊ The initiation of the ***project newsletter*** in August 1996.
  - ◊ ***Press releases*** on sustainable development promotion activities of DOT and CUI were prepared for the island's local newspapers

- ***Community and stakeholder consultation and involvement was initiated and is ongoing*** on all aspects of the project. This has included:
  - ◊ The ***first Boracay Stakeholders Workshop was held on May 2-3, 1996***. It was attended by over 35 local, regional and national-level stakeholders. Achievements from the workshop included: (i) input to the SWOT (strength, weaknesses, opportunities, threats) analysis, (ii) agreement on the need for the consortium and its preliminary role, and (iii) election of Steering Committee members.
  - ◊ A ***series of informal consultations with local stakeholders on the design and functions of the consortium*** was undertaken by the Local Project Team and two Canadian consultants on assignment during the May-June 1996 period.
  - ◊ In May-June 1996, a ***Canadian solid waste management professional*** from Victoria, BC conducted a ***series of workshops with resort owners and local businesses on solid waste management***, and led ***environmental education activities for school children*** related to anti-littering and waste reduction.
  - ◊ ***Conducting a workshop on sustainable development strategic planning*** for the approximately 30 key stakeholders composed of national government agencies, local government units (Municipality of Malay and Province of Aklan), the island's large developers, the resort association, association of boat owners, youth and NGOs, education and religious sectors, and the media. Based on the results of the workshop, a draft sustainable development strategy was completed.
  - ◊ ***"Zero Waste Management: Towards a Sustainable Future for Boracay -- Action Planning Workshop"*** was held on April 18, 1997 and was a major input to the draft Boracay Zero Waste Management Action Plan.
  - ◊ In the preparation of the study entitled "Development Control: A Participatory Community-Based Review of the Master Development Plan Guidelines and Municipal Ordinances, " stakeholder and community input was sought through a ***Community Survey*** (produced in both English and Tagalog), and a ***series of interviews with key stakeholders and decision-makers.***
  - ◊ A ***series of public consultations and multi-stakeholder workshops*** were held in December 1997 to validate: 1) the solid waste action plan, 2) the carrying capacity analysis of the island, and 3) the environmental management and sustainable development strategy.

- Regular ***progress reports on the CUI-DOT projects*** were prepared for the Boracay Task Force and local stakeholders.

- A ***short-term local Communication Consultant was retained to design and commence implementation of the stakeholder communication, community outreach and environmental education plan. The outputs of this 3-month assignment have been:***
  - ◊ Updating and refine the communication and public involvement strategy;
  - ◊ Producing regular news/photo releases for regional and nationally circulated newspapers and magazines;
  - ◊ Producing two feature reports on the project;
  - ◊ Producing newsletters, flyers, primers and information materials;
  - ◊ Designing a community attitude survey on Boracay; and
  - ◊ Organizing communication activities of DOT, CUI, the LGU and other stakeholder groups.

- ***Designed an environmental planning and monitoring system for Boracay Island***, which will include a series of ***multi-stakeholder workshops*** to raise awareness of environmental issues and imperatives, build community partnerships, undertake environmental action planning, strengthen regulation and enforcement, and generally to seek input and build consensus on previous analyses and future directions.

- ***Conducted a participatory analysis on the carrying capacity and sustainable development needs of Boracay Island***. The document, entitled ***"Carrying Capacity Considerations: Managing a Unique Tourism Destination"*** sets forth an analysis of options, constraints, indicators and governance mechanisms to manage growth within the carrying capacity envelope.

- The ***draft Sustainable Development Strategy for Boracay Island was validated and revised through a series of community assemblies and information dissemination activities***. These workshops took place in December 1997 and are documented in a background report and training materials. Final approval is being sought from the Municipality of Malay.

- CUI/DOT has been ***pursuing the involvement of the following NGOs and National Government agencies*** in the project:
  - ◊ Foundation for Philippine Environment -- funding
  - ◊ Azalea Foundation -- funding
  - ◊ Canada Fund/CIDA Philippines -- funding
  - ◊ National Economic and Development Authority, Region VI -- technical support to planning and endorsement of plans and activities
  - ◊ Department of Trade and Industry -- economic development project support
  - ◊ Department of Science and Technology -- technology transfer and linkages
  - ◊ Department of Health -- human resources support to environmental programs
  - ◊ Public Information Agency -- communication strategies for consortium activities
  - ◊ Housing and Land Regulatory Board -- land use planning and regulation.

Objective #5:	***To promote linkages between Canadian and recipient country organizations for professional and business purposes. This includes identifying opportunities for the provision of infrastructure and further technical assistance for multi-lateral and private funding institutions.***

- To date, ***professional linkages have been established*** between DOT-Boracay and:
  - ◊ ***public sector*** -- City of Victoria, Saanich (BC) Peninsula Recycling Program, Capital Regional District (Victoria), Tourism Victoria, Victoria Conference Centre, Resort Municipality of Whistler, Islands Trust (Gulf Islands, BC), Ontario Ministry of Economic Development, Trade and Tourism, Niagara Parks Commission, Town of Niagara-on-the-Lake, BC Ministry of Small Business, Tourism and Culture, Tourism Toronto, Ontario Place Corporation
  - ◊ ***private sector*** -- Ecoplan International (Vancouver-based environmental planning and economic development consulting firm), Squamish and Howe Sound Chamber of Commerce, Metro Toronto Convention Centre Corporation, Forrec Ltd., Imax Corporation Research Facility, Hamilton Convention Centre, and various private resort owners and facilities in southern Ontario, among others.
  - ◊ ***non-profit sector*** -- Pacific Rim Institute for Tourism (Vancouver), Ontario Tourism Education Council.
  - ◊ ***academic sector*** -- School of Tourism and Hospitality, Georgian College.

- A ***Vancouver-based, private sector environmental and tourism consultant provided ongoing technical advice*** to the project in the implementation of all aspects of the workplan.

- In workshops, the ***Whistler Municipal Development Model on Tourism Development*** and ***Ontario's Business Improvement Area program*** were presented as governance models for participatory sustainable tourism development.

CUI-Philippines project manager delivered ***training to the Municipality of Phuket and other Thai local authorities*** on multi-stakeholder strategic planning and integrated solid waste management drawing on the CUI-Boracay project experiences.

Objective #6:	***To critically evaluate the program's achievements with a view to determining specific areas for Canadian involvement in the recipient country.***

Achievements:

- ***Final evaluation sessions for Phase II activities*** were conducted by CUI, the Canadian Embassy in Manila and CIDA (though an independent evaluator) prior to the commencement of the current phase of project activities in April 1996. Mr. Pierre Tanguay was commissioned by CIDA to conduct an ***independent evaluation*** of the project and made recommendations on the current phase of CUI activities in the Philippines. Mr. Tanguay travelled to the Philippines for two weeks in March 1996 and conducted interviews with over fifty people. His trip to the Philippines included a visit to Boracay. His report was completed in December 1996.

- Canadian and Filipino participants have completed ***project evaluation surveys***, which the CUI uses as a tool to facilitate performance measurement of its programs and to provide input to our continuous improvement process. This performance measurement system will continue.

- ***Project activities indicators were developed and used as a basis for monitoring staff performance***.

- ***Living documentation*** of project formation and development processes will continue to be maintained.

- ***Quarterly evaluations*** of project progress have been conducted throughout the program.

- ***Participatory monitoring and evaluation sessions were conducted at regular intervals throughout the program.***

- Canadian and Filipino participants have completed ***project evaluation surveys***, which the CUI uses as a tool to facilitate performance measurement of its programs and to provide input to our continuous improvement process. This performance measurement system will continue.

- ***CUI-Philippines Project Manager attended the Results-Based Management training workshop in Manila, sponsored by CIDA.***

- ***CUI conducted a full evaluation of Phase III activities upon completion of the IAPSUM program.***

3.0 CANADA-CUBA COOPERATION PROGRAM -- REVITALIZATION OF THE HAVANA METROPOLITAN PARK

The Canadian Urban Institute initiated this program in February 1995 in partnership with the Province of the City of Havana and the Group for the Integrated Development of the Capital (GDIC). This three-year project focused on the revitalization of the "Parque Metropolitano de La Habana" (PMH), a 700-hectare expanse of land in the centre of Havana that is based on the lower watershed of the highly polluted Almendares River. The project focused on the development of a strategic planning process that is comprehensive, integrated and participatory. These goals were accomplished through strengthening the capacity of the PMH Project Team to implement this process in four of Havana's largest and most populous municipalities which are included in the PMH.

The PMH's 700 hectares are located in the heart of the City of Havana. The Park borders the Almendares River on the western side of the City, beginning at the mouth of the river at the coast and roughly following the river for nine kilometres as it winds through urban neighbourhoods that reflect the diversity of the City's history and population. The PMH is one of four major parks along this river's basin and, as such, is an intrinsic part of the Capital's greenbelt system.

The Almendares River, running south to north from the centre of the island towards the Atlantic Ocean, has been an important element in the identity of the City from its earliest days. Historically, the river has provided a source of fresh water for the City's inhabitants and has been a preferred route for travel into the countryside to the south. Along its course are found important economic activities such as breweries, paper mills, sugar mills, and tobacco plantations. The Almendares has been and is a "working river" and consequently reveals the damage of pollution and contamination that characterize such bodies of water. Currently, only 15 percent of the PMH is used as a park.

With the development of the PMH's Master Plan in 1994, the area has attracted the attention of policymakers, government officials, and NGOs who would like to see the environmental degradation of the Park and the River reversed through the adoption of environmentally sustainable practices.

The following local personnel worked on the project:

- ◊ one CUI-Havana local Project Manager;
- ◊ a fifteen-member Project Team (consisting of seconded professionals/officials);
- ◊ ten local support staff; and
- ◊ three Cuban consultants.

Also, at various times over the project's three years, four international volunteers have each worked on the project for several months: one Canadian International MBA student, one Canadian volunteer from the Canadian Executive Service Organization, a planner from a German environmental organization, and one Canadian Master in Environmental Studies student.

The CUI signed its cooperation agreement with the Cuban government in June 1995. This agreement was the first of its kind between a Canadian NGO and the Cuban government. It began at a critical juncture in the relationship between the two countries. Although there have been ongoing diplomatic and commercial relations between Canada and Cuba, this project began in the midst of a new stage in those relations -- a stage marked by the resumption of Canadian Government aid to Cuba and the increasing involvement of Canadian NGOs in Cuba. The signing of the agreement was preceded by a set of high level negotiations

that demonstrated the priority that the Cuban government was awarding to this cooperation between Canada and Cuba and to its focus on the Parque Metropolitano de La Habana.

A second agreement for the next phase of activities (April 1, 1997 to March 31, 1998) was signed with the Cuban government in November 1996. In June 1997, the Parque completed its strategy, entitled "*Everyone's Challenge: Strategy for the Revitalization of the Parque Metropolitano de La Habana*." In completing the first cycle of the strategy development process, the PMH made significant accomplishments in the area of stakeholder involvement and community awareness. The focus of year three was to move from strategic planning into implementation of priority projects according to the following objectives:

- to support the implementation, monitoring and evaluation of pilot projects;
- to assist in the development of an economic plan for the PMH;
- to promote partnership building and coordinated environmental protection of the Parque between the PMH and: (1) the four constituent municipalities, (2) industries located in the Parque, and (3) key NGOs; and
- to disseminate and share the experiences of the PMH in national and international fora.

For more detailed background information on the project, please see the *Living Document* which chronicles in detail the evolution of the CUI-PMH partnership.

The following section outlines the achievements in the project from its start in 1995 until March 1998:

3.1 ACHIEVEMENTS IN RELATION TO OBJECTIVES

Objective #1:	***To establish a legitimate and workable management structure to effectively implement each project.***

- A ***Project Team*** was established and commenced work in July 1995. The team is made up of professionals each specializing in one or more of the following areas: architecture, engineering, economics, geography, agriculture, park protection, science, environmental education, community development, urban planning, finance, public relations, facilitation, forestry, marketing, environmental remediation, water resources, and applied research. The 15-member team meets regularly to plan and monitor the project.

- A ***Planning Group***, composed of the PMH Director and Vice-Director, program managers, and financial personnel was formed in July 1997 to oversee the overall planning for the park and in particularly to assure the timely execution of the five-year work plan.

- The Project Team and its planning group has been supported by the following committees:
  - ◊ An ***Administrative Council***, appointed in September 1997 by the Provincial Assembly, oversees the work of the Park and the project. The Council (which serves as the project's Steering Committee) is comprised of key stakeholders with responsibility or interest in the work of the Park. This includes representatives from entities of the provincial government, the Vice-President of the Provincial Assembly, and the Presidents of the municipalities located in the Park.
  - ◊ A ***Committee of Technical Consultants*** was created in December 1994 to advise the Park in technical areas related to its development. The Committee includes top academics and practitioners from several Havana universities and government agencies that advise the project in the fields of reforestation, hydraulic engineering, environmental education, among others.

- ◊ A ***Committee of NGO Consultants*** was created in October 1996 with the following objectives:
  - ⇒ To advise the PMH in its collaboration with foreign NGOs;
  - ⇒ To serve as a fiscal conduit for funds for projects in the Park. Often international agencies can only partner with Cuban NGOs and not government agencies to undertake projects.
  - ⇒ To develop joint projects between the PMH and Cuban NGOs.

- In 1996, the Park became one of a few projects in the city of Havana that are supervised directly by the ***Governmental Commission***, a group created to expedite the support of the central government to projects and situations in the capital. It is comprised of key central government officials including ministers, officials of the council of ministers and others.

- A ***CUI-Havana Project Manager*** -- with expertise in strategy development, community development and project management -- has been working full-time on the project. The Director of the PMH serves as the ***Project Director.***

- A ***CUI office and local project management systems*** have been established. CUI project management systems are integrated into the overall administration of the PMH. A financial management process has been developed and computerized. The CUI-Havana Project Manager has provided training on budget development, financial controls and project reporting requirements. The City of Havana has donated a house to the PMH, and in mid-1997 renovations were completed and the project team moved into its new headquarters.

- A ***Canadian Advisory Committee*** was established to ensure that Canadian professionals who have undertaken or may undertake assignments in Cuba remain involved and active in the project. This Committee acts to evaluate the progress, direction and impacts of the process from the Canadian end. The CUI has been drawing upon the CAC's expertise on a networking basis since the beginning of the project, and began holding formal meetings on an as-need basis in mid-1996. CAC members have provided advice on the design of up-coming Cuban professional placements in Canada, and up-coming Canadian assignments in Cuba. The committee also serves as an excellent networking opportunity for CAC members and the CUI.

- ***Ongoing workshops on strategic planning and community participation for PMH Project Team members*** have taken place in April and in September 1997. Due to a turnover of professionals within the team, these workshops have been necessary to fully integrate new team members into the process.

- In September 1997, Ivan Lorant, a senior professional from Canadian private sector firm Dillon Consulting led a ***training seminar for the Team in project, financial and human resource management***.

- ***Ongoing training of the new members of the team on participatory, community-based planning were conducted October and November 1997.***

- From October to December 1997, the ***project was given its yearly course on project evaluation in the Department of Sociology at the University of Havana***. This course was taught by CUI-Cuba Project Manager Dr. Miren Uriarte.

- In early 1998, the CUI's local Project Manager, Dr. Miren Uriarte, returned to her post at the University of Massachusetts to teach. ***On-site project management was delegated to certain PMH Team members***. Dr. Uriarte continued to provide overall consultation and supervision of local project management, as well as produce final reports and assist in final project evaluation in April 1998.

Objective #2: To facilitate the creation of a multi-stakeholder strategy development process.

The project has been guided by two parallel processes: (1) the overall strategy development for the Park and (2) the development of sectoral strategies in the areas of economic development and investment, restoration of the Almendares River, reforestation, environmental education, and environmental protection/inspection. The overall process dealt with the integration of the sectoral strategies into a strategic plan for the park. It also dealt with the broader issues such as the organizational structure of the Park, community participation strategy, legal issues, issues of authority and enforcement, and management of the Almendares watershed (which extends beyond the jurisdictional boundaries of the Park). The sectoral strategic actions are aimed at demonstrating the value of the project by taking incremental, meaningful actions with significant public involvement.

- Since March 1995, ***21 Cubans have undertaken extensive training on participatory strategic planning in Canada***.

- Through a ***series of training workshops*** in June 1995, the Project Team assessed the need for and barriers to developing a multi-stakeholder strategic plan, as well as put together an early approach to achieving this goal.

- The Team has created ***comprehensive yearly designs and workplans*** for the project. Implementation of these workplans is proceeding according to schedule. Comprehensive sectoral workplans have been guiding the implementation of pilot projects in reforestation, community participation, environmental education and river clean-up. The team has begun working on comprehensive workplans in the area of economic development, park protection and agriculture. In some cases, external funding is being sought or has been granted to assist in the implementation of the pilot projects.

- In November 1995, ***a workshop was held to focus on prioritizing the zones for development of the Park***. The workshop brought together Park staff, professionals from government entities relevant to the Park and members of the Popular Councils in the Park.

- In early 1996, ***consensus on priority issues and approach*** to the strategic process was reached among key stakeholders.

- A ***Situation Analysis Document*** was completed. The process for completing the document provided a vehicle to debate and finally achieve a common understanding among the Park Team of what is the situation of and key issues facing the Park. The document focuses on:
  - ◊ *the context* including the history of the Park, the background of the current planning process and the economic conditions facing the country;
  - ◊ *the planning environment*, focusing on the physical and social effects of the planning process. These include a sectoral analysis of the Park and relevant and affected surrounding areas, as well as an analysis of the Almendares River;
  - ◊ *a stakeholder analysis* including residents, industry, military installations, institutions and government agencies; and
  - ◊ *an internal analysis* of the administrative and management structure of the Park.

- ***Goals*** were developed for all of the sectoral programs. They include:
  - ◊ Reforestation: to reforest 50% of the Park area by 2025.
  - ◊ River restoration: to clean up and restore the Almendares River by 2025.
  - ◊ Environmental Education: to promote a level of understanding of the environment that guarantees the restoration of damaged areas, the maintenance of healthy areas and environmental protection in the midst of new development in the PMH.
  - ◊ Environmental Protection: to protect and maintain both physically and ecologically the area of the Park.
  - ◊ Development and investment: to make the Park economically self-sufficient by diversifying its funding base.

- For each of the sectoral areas, ***strategic objectives and action plans were formulated and implementation has begun*** in each of the core sectoral areas.

- Completion of the ***formulation of the five sectoral objectives and strategic action plans*** -- reforestation, urban agriculture, river restoration, environmental education, and development and investment.

- ***Thirteen Canadian training and advisory assignments to Havana*** have been undertaken on the following topics: environmental and watershed planning; economic structure; park management; community development; project/financial/humanresources management; industrial waste management; sewage treatment including advising on the use of natural treatment systems; environmental impact assessment; and skill needs related to strategy development. Assessment reports on these professional assignments are available.

- Prior to the completion of the first cycle of the strategic planning process, the team began the ***implementation*** of specific projects. ***Five key demonstration projects with a community development focus being implemented***:
  - ◊ ***The Restoration of Forest Park***. This project involves the restoration of the area of the former national botanical garden which is in great repair. The project involves reforestation with specific species, the reconstruction of trails and the reforestation of the margins of the Mordazo River. The PMH has obtained additional funds from the *Junta de Andalucia* in Spain to implement this project.
  - ◊ ***The Development of the Ecological Classroom***. This project, being conducted with funds from the *Junta de Andalucia* and the *World Wildlife Fund*, began in 1993 but was delayed. It commenced again in 1997 and will be completed in mid-1998. The ecological classroom is planned to be the centre of the PMH's environmental education efforts. It will include offices for the education program, a library to house a collection of materials on the urban environment

and urban rivers, meeting space for workshops, seminars and for interest groups such as the Young Pioneers from neighbouring schools.

- ◊ ***The Forest of Pogolotti***. An example of the kind of reforestation project the Park aspires to promote, the Forest of Pogolotti arose out of the request from members of the community to restore an ancestral forest in their area. Funded by the EC-funded Italian environmental NGO *Terranova*, the project will begin its implementation shortly. To date, the executive plan has been completed and the land is in the early stages of being prepared and cleared for the project.
- ◊ ***Sewage Treatment Project Using Natural Technologies.*** Also located in Pogolotti, the project involves the construction of a wetland that will treat the domestic liquid residuals of a 500 person neighbourhood. The project is being built and will be maintained in collaboration with the community. This project includes a two-year research component aimed at determining the effectiveness of the systems using local flora and in the local climate conditions. This is the first project of its kind to be undertaken in Cuba and is funded by the *Canada Fund*, administered by the Canadian Embassy in Havana. Changes in the technical design of the system and bureaucratic delays in approvals have postponed the execution of construction.
- ◊ ***The Urban Agriculture Project***. Sponsored by *Oxfam Canada* with CIDA funds, this project involves the development of an ***Integral Farm*** of four hectares that uses organic farming methods, as well as a service centre to address the technical needs of the 53 farmers in the Park area. The project involves assisting in the coordination of agricultural producers for the joint planning and cooperation of crop selection, rotation and other efforts; market analysis; joint securing of supplies, water and other resources; training in advanced farming techniques; the development of an experimental organic farm; and the provision of motor vehicles. A series of workshops were held with agricultural producers located in the Park to develop this project. Funding from Oxfam-Canada and Oxfam-Belgium have been approved for the building of a second Integral Farm.

- ***Completion of "Everyone's Challenge: Strategy for the Revitalization of the Havana Metropolitan Park."*** The draft document was presented to stakeholder groups for input and revision through a series of workshops in June 1997. The strategic plan is comprised of six sections, as follows:
  I. Introduction
  II. Background, Situation Analysis and Challenges
  III. Vision
  IV. Strategy
  V. 5-Year Action Plans (1997-2001) for Each of The Sub-Programs: (i) Urban Agriculture and Reforestation, (ii) River Restoration, (iii) Economic Development and Construction, (iv) Recreation, (v) Environmental Protection, and (vi) Communication, Environmental Education and Participation.
  VI. Economic Analysis, Plan and Budget.

- ***The PMH Draft Economic Plan (item VI in the previous bullet) was presented to the Governmental Council (national level) in June 1997 and was approved in principle.*** The plan details the overall development strategy, the five-year development plan, and the main measures and financial requirements necessary to implement it. This approval is significant for two reasons: 1) it signals approval of the PMH Strategy by senior levels of government, and 2) it will greatly facilitate the collaboration between the PMH and central government agencies (ministries, agencies etc.) in the development process of the Havana Metropolitan Park. The Park will have to present to this body yearly analyses of its accomplishments in relationship to objectives, highlighting the barriers to the execution of the project.

- The overall strategy and the five-year action plan have undergone the process of ***formal approval by the four municipal assemblies as well as by the Provincial Assembly.***

- ***Individual collaboration agreements have been developed with the Ministries of Agriculture, Interior, Construction and Construction Materials*** focused on expediting the work of the Park. Upcoming agreements are expected with the Ministries of Internal Commerce and Basic Industries. These are a follow-up to the work of the Governmental Council.

- Progress has been made in the area of ***watershed restoration.*** The Park has begun working with the industries located in the PMH. In April 1996, an international roundtable, the ***Almendares SOS*** was held to promote partnerships to remediate the Almendares River. Meetings have also been held with National Ministries that are contributing to the pollution in the Park. For example, the Ministry of Construction Materials has agreed to have all its factories in compliance with Park standards by the end of 1997. Further, an ***Almendares Watershed Committee has been formed to study the feasibility of creating a legislative framework for the Almendares watershed*** and the strengthening of the Parque Metropolitano de La Habana to provide regulatory control over the river and its surrounding environment. The committee includes: the PMH; the Ministry of Science, Technology and the Environment; the Institute for Hydraulic Resources; the City of Havana Physical Planning Department; the two Provinces and the six municipalities involved.

- Another initiative towards the cleanup of the watershed has been the formation of ***river cleanup brigades*** that are now focused on the clean up of the riverbed in the area of the Park. As the community-based planning evolves, the maintenance of the areas will be done in conjunction with workplaces and communities.

- In the area of ***economic development***, an economist was hired to work with the Team on the development of an economic development strategy. A situation analysis was begun that includes a study of all the entities in the Park.

- ***Feasibility studies have begun for two possible investment projects in the PMH***: a nursery and an organic vegetarian restaurant.

- The Ministry of Agriculture has approved the ***organization of the Park´s first basic economic unit, the Agroforestal Unit***. Approval was given for the Park to commercialize its agriculture production and develop a small basic unit to manage this enterprise. The unit will begin operation in January 1998.

- Based on extensive consultation with the community, ***the PMH incorporated a new, sixth component in the planning process: the Recreation Program***. A planning group composed of persons responsible for recreation, culture and sports in the Province and representatives from all four municipalities of the Parque has been formed.

- ***Monitoring and evaluation plans have been completed for two pilot projects -- urban agriculture (in conjunction with Oxfam Canada) and urban reforestation (the Pogolotti Forest).*** Work has begun on plans for two additional pilot projects. ***Based on these plans, mid-term evaluations of both projects have taken place with participation of stakeholders and the communities involved in their implementation***.

- Legislation is being considered by the Provincial Assembly that would ***augment the powers of the Park to administer the activities within its own territory*** (e.g., power to regulate industrial pollution and

enforce compliance). All municipalities and popular councils within the park boundaries have given their approval of this legislation and the Province is also expected to give it approval shortly.

- ***Commenced the third cycle of the Park´s planning process, a community-based planning has begun in the community Pogolotti focused on the treatment of solid wastes, the development of recreational possibilities in the neighbourhood, and reforestation.*** This process has been sponsored by the PMH and the community-based Comprehensive Development Workshop, with the support of the Center Martin Luther King. The community has reviewed the results of the diagnosis and prioritization, and is now moving forward with the planning of specific projects. A Canadian masters student worked with the community in beginning a project on the ***management of household solid wastes***.

- ***Discussions were initiated with the four municipalities on the development of one-year environmental action plans to support the PMH Revitalization Strategy***.

- ***A workplan was completed for the joint planning initiative with 7 of the Parque's major industries***. The process of joint planning has begun with the La Polar Brewery and the Juan Hidalgo Carbonic Gas Factory. Environmental workgroups composed of workers and administration have been created in both. The groups have undertaken an initial assessment of the environmental situation in each plant.

- The ***first cycle of monitoring for the Five Year Workplan*** was conducted in November 1997 with excellent results. The monitoring process focuses on the six key program areas outlined above.

- An ***evaluation of the Integral Farm Project*** (urban agriculture) was undertaken.

- ***Joint municipal-PMH environmental action plans in the area of reforestation*** were completed.

- ***Initial industrial diagnoses on the operations of two industries*** located in the Parque conducted with the technical assistance of a Canadian professional in industrial waste management.

- ***Completion of monitoring and evaluation plans for the remaining 2 demonstration projects*** (four produced in total).

- ***Community-based environmental diagnoses and prioritization completed in the remaining 5 Popular Councils within the Parque.***

- ***Design and environmental assessment of the proposed nursery pilot project***, conducted with the technical assistance of a Canadian professional in environmental impact assessment and with the cooperation of the Evergreen Foundation (Toronto) and the Foundation of Nature and Man (Cuba).

- ***Planning for the second phase of CUI-PMH collaboration under the IPPSUM program completed.***

Objective #3: To strengthen skill capacities of recipient organizations.

Training and capacity building are a cornerstone of the collaboration between the CUI and the PMH. Skill capacities have been increased through the following means: Canadian professional training and advisory assignments to Cuba, training internships for Cuban professional in Canada, CUI-Havana Project

Manager conducting training, Park staff participating in relevant workshops and conferences in Havana and action learning through the conducting of the strategic process.

- ***Twenty-one Cubans have undertaken professional assignments in Canada***. Three study tours have taken place in various urban centres across Canada including Toronto, Montreal, Ottawa, London, Vancouver, Cambridge, Kitchener-Waterloo. These study tours took place in March-April 1995, August-September 1995, August 1996, and June 1997. These assignments focused on skill transfer related to parks and watershed management, environmental remediation, urban planning and design, landscape architecture, municipal revenue raising, strategic economic development, community participation in planning, environmental education, and water resource engineering and management, among others. The March-April 1995 assignment included an intensive training workshop over the course of 5 days on strategy development, quality management, facilitation, team-building, public participation, community economic development and knowledge transfer. The CUI-Havana Project Manager has also undertaken a professional assignment in Toronto focused on the CUI's project and financial management systems, CIDA's Results-Based Management principles and Canadian foreign policy. In September 1997, three Cuban professional assignments in Canada (plus CUI's local project manager) were undertaken with a focus on build capacity in the following areas: strategic economic development and investment, marketing and promotion, forming business linkages and economic feasibility, and strategic planning.

- ***Thirteen Canadian professionals have undertaken training and advisory assignments in Havana:***
  - ◊ Four Canadians travelled to Havana in June 1995 to provide training in the form of structured workshops, mentoring and lectures at universities. In total, two weeks of training workshops were conducted on group facilitation, strategic planning, problem solving, performance measurement, community development, parks management and environmental planning (see Multi-Stakeholder Planning Process & Situation Analysis Objective);
  - ◊ In November 1995, the Director of the *Vancouver Parks Board* undertook an assignment in Havana focused on park management and community participation. He also participated as the keynote speaker for the *Encounter of Green Areas of Havana Conference* and as a speaker for the *Ibero-American Mayor's Conference* in celebration of the 376th anniversary of the founding of the City of Havana;
  - ◊ In February 1996, a Canadian water resources engineer from *Procter and Redfern Consulting* undertook an assignment in Havana focused on the management of industrial wastes and the implementation of a sewage treatment systems using constructed wetlands technology;
  - ◊ In March 1996, a Canadian professional undertook the second in a series of workshops focused on furthering the strategy development of the Park, team-building, community participation and project evaluation.
  - ◊ In June 1996, a Canadian professional undertook the third in a series of workshops focused on furthering the strategy development process, team-building and community participation. He also assisted the Park team in conducting a three-day workshop with representatives of the four communities that are the focus of the Park's community development work. Further, he also worked with the Team in exploring the potential of developing a nursery that could be involve a Canadian private sector partnership.
  - ◊ In October 1996, the Coordinator of the *Task Force to Bring Back the Don*, a City of Toronto-sponsored initiative to restore Toronto's highly polluted Don River, conducted training with the team in environmental education, participatory planning, and the implementation of pilot projects, as well as transferred valuable experiences in river restoration from Canada.
  - ◊ In September 1997, Ivan Lorant of *Dillon Consulting* (and the company's former chief water resources engineer provided training for the team in 1) project planning and management, 2) human

resources management, and 3) financial management. He also provided consultation to the PMH River Group on watershed planning and river restoration.

- ◊ In March 1998, Mark Dunn of the Ontario Ministry of the Environment, who has responsibility for industrial pollution abatement of the steel factories within Hamilton, provided expert advice and training to the team on industrial waste management strategies and enforcement.
- ◊ In March 1998, Don Speller and Barry Myler of Tarandus Consulting Ltd. of Brampton, Ontario provided training on environmental impact assessment and undertook an actual environmental assessment of the proposed nursery project in the PMH.

- ***Project Team members have undergone on-site training sponsored by CUI to develop their skill capacities*** through participating in local conferences, workshops sponsored by local NGOs, through the University of Havana and through training by the CUI-Cuba Project Manager as follows:
  - ◊ ***Financial Management and Financial Controls*** (October 1995): a seminar on the basic elements of financial management and the development of financial controls for team members.
  - ◊ ***Project Development and Proposal Writing*** (June 1996): a seminar on project development and proposal writing.
  - ◊ ***Project Evaluation***: a 10-week course on project evaluation design taught by the CUI-Cuba Project Manager through the Sociology Department of the University of Havana. Three team members attended along with 20 students and practitioners. Course summaries will be published by the Department.
  - ◊ A ***Seminar on Community-Based Environmental Diagnosis*** using the rapid participatory appraisal methodology was conducted for the Project Team and for the community-based Environmental Workgroups in October 1996.
  - ◊ A ***Training Workshop on Strategic Planning*** was held in April 1997 to build the capacity of new members of the team and to reflect on lessons learned by team members who had been involved in the process since the project commenced.

- ***A Training Manual on Public Participation in a Strategic Planning Process*** has being prepared by the CUI-Havana Project Manager and the PMH Team's community development specialist. The manual details steps to undertake when involving the community in planning projects, and highlights the experiences and lessons learned of the -PMH-CUI process. The manual will be published in late-1997.

Objective #4:	***To promote broad-based stakeholder and community awareness as well as provide mechanisms for public feedback and input.***

To guarantee its long-term development and maintenance, the project employed a participatory approach to planning and development. This approach was taken not only to inform and consult with those involved about plans for the development and revitalization of the park, but also to lay the foundation for action-oriented planning through community involvement in the implementation of demonstration projects thereby promoting public responsibility over the urban environment. Certain mechanisms have been established to achieve this including a publicity campaign, a newsletter, a radio show, summer recreational activities, working with key agencies and industries, and working directly with the community through environmental workgroups of the Popular Councils.

- Three Canadian professionals have held ***skills-building workshops in the area of community development*** with the PMH staff, local NGOs and community workers in Havana. The first Canadian professional (Advance Performance Systems) held three workshops focused on community involvement techniques in June 1995, and March, June and October 1996. In June 1996, he also assisted the Park team in holding a three-day workshop with community members. The second Canadian professional (Vancouver Parks Board) focused on the role of the community in the protection of urban parks (November 1995). The third Canadian professional (Task Force to Bring Back the Don) focused on community partnership building in action planning related to watershed restoration.

- ***A weekly "community seminar" focusing on community involvement efforts was held for about a year***. In it participate Park staff, professionals working in related projects and members of the community. An approach for involving the community in the Park has been designed and implemented as a result of these seminars.

- The project's ***public/stakeholder involvement strategy was designed and implemented***. A five step methodology was designed. The methodology begins with a process of entering the community; followed by the integration of the Park professionals into the community; joint planning with the community; implementation of work with the community; and on-going monitoring and evaluation. To-date, workshops have been held in each of the communities involving the municipal assemblies and popular councils. These workshops have established a consensus on the approach of working together. The Park team has also interviewed members of the community to discuss the approach and seek direction. Out of these workshops, ***Community-based Environmental Workgroups*** were formed that include community leaders and community members interested in the environmental issues. The purpose of these groups is to diagnose the environmental problems within their communities and to assist the PMH in the development and implementation of related programs. They will also be the focus of environmental education and training. Environmental Workgroups have been established in the four popular councils (Miramar, Puentes Grandes, Palatino and Pogolotti-Belen-Finlay)that coincide with the four areas where revitalization and development work is concentrated. ***Participatory environmental diagnoses of the Park areas have been conducted in all 9 Popular Councils***. These identify community resources, environmental challenges, access to healthy water and water pollution.

- ***The Project Team focused its initial work within the communities of Puentes Grandes and Pogolotti,*** to accompany the development of projects in those areas. ***Pogolotti has served as a useful training ground for an emerging approach to community based planning and involvement in the Parque's work***. The work in

Pogolotti (which is being undertaken in partnership with the Centre Martin Luther King) focuses on several areas:

- ◊ the review and update of diagnosis conducted in 1996.
- ◊ the review of priorities set in 1996 and re-prioritization
- ◊ the overall community planning on the basis of those priorities.

The process will lead to planning and development of recreational possibilities within the Parque territory adjacent to the community; and planning for a project in the management of household solid wastes.

- The Park has devised a ***strategy to work with the 25 industries located in the PMH*** (most of which are heavy polluters) regarding the revitalization strategy for the PMH. The strategy for dealing with the industries has two elements: 1) establishment of individual relationship with the Ministries responsible for the industries, 2) an individualized approach to each industry through both the administration and the unions of each, with a focus on individualized diagnoses and action planning for remediation. In December 1996, the PMH shortlisted 10 industries to begin working with, based on criteria such as contribution to pollution levels, location and the responsible national Ministry. Work has begun with the first industry (La Polar Brewery) on a joint environmental assessment. Next steps will be to develop recommendations and mitigation strategies.

- An ***ongoing publicity campaign*** through the mass media (including regular appearances by team members on radio and television) which seeks to raise the issues of the Park, the environment and the clean up of the Almendares River. A publicity campaign focusing on environmental issues has begun with ***a radio program that airs twice a week***. This program provides the public with information on environmental issues, the Park project and the Canada-Cuba partnership in the strategy and community development of the Park. An agreement was signed in December 1995 with *Radio Metropolitana* to have the station become the voice of the Park. A live call-in program took place on December 22, 1995 from the Park offices and more than 30 calls were received.

- ***Eight issues of "Siempre Verde," the project newsletter, have been published and distributed*** in December 1995, February 1996, June 1996, September 1996, December 1996, May 1997, November 1997 and March 1998. In addition to describing the work of the project, the newsletter is a voice for all of Havana's major parks. This bilingual (Spanish, English) newsletter is distributed to the Cuban government, non-governmental organizations, the press, international organizations, municipalities and popular councils, and to a select audience in Canada. The newsletter is officially registered with an ISBN number.

- ***A working paper series focusing on the Team's work in community development has been written*** for the purposes of sharing the Park's experiences and promoting dialogue and feedback in this area.

- ***Two videos, one focused on the Almendares River and the second on the Park´s revitalization strategy have been produced***. *Almendares SOS*, was produced in April 1996 to be used in the opening of an international conference with the same name. This video has been widely distributed to governmental and non-governmental entities. *Everyone´s Challenge*, produced in August 1997, presents the major challenges to the Park´s revitalization and the strategies the Park has developed in relationship to each.

- The organization of ***summer recreational activities in the Park with an environmental education focus*** as part of the "Plan de Verano" for the City and where hundreds of children participated in circus, skating contest, dancing and environmental trails. One activity a week was held throughout the summer of 1996. A similar program was offered in 1997. In addition, in the summer of 1997, the Park, in collaboration with YODA, an Italian youth organization, opened an **international campsite in the *La Polar* area**. 45 Italian

youths camped for three weeks in that area while conducting reforestation projects and recreational activities for neighborhood children.

- ***Final consultations (pre-publication) on the strategy and the five year work plan have been held with national, provincial and municipal governments, as well as with local NGOs and community-based organizations.*** The purpose of these meetings was to gain full consensus on the work of the Park, to promote it, and to promote involvement and partnerships with stakeholder groups for implementation. These meetings have included:
  - ◊ ***High level decision-makers.*** For instance, in June 1997, the PMH presented the revitalization strategy to the Provincial Government and to the Governmental Council (national level) and received the approval of both. This effectively signals approval of the strategy document by both levels of senior government and paves the way to collaboration in future development of the Parque. Consultations with other national government ministries (Construction, Agriculture) and agencies have been held.
  - ◊ ***Local governments, including the Municipalities and Popular Councils within the Parque.*** Meetings with all Popular Councils were in July and August of 1997. The Park's strategy and workplan was discussed and approved by all four Municipalities in August and September.
  - ◊ ***NGOs active in the park.*** Following an initial presentation in June 1997, a two day workshop in September 1997 was held to discuss the work plan and the ways in which NGO´s can collaborate in its implementation. Follow up meetings to go over each program with interested parties were held.

- To date, ***the following Cuban NGOs are or have been involved in the PMH project:*** *Group for the Integrated Development of the Capital (GDIC), Martin Luther King Jr. Memorial Centre, the Centre for European Studies, Centre for Information on and the Study of Inter-American Relations (CIERI), ProNaturaleza, Cuban Council of Churches (CIC), Habitat (Cuba), the Neighbourhood Transformation Studio and the Nature and Humanity Foundation.*

- A ***television program aired*** in May 1996 that featured the work of the Park with a particular focus on educating the public on the importance of the natural environment and the role of the community in environmental remediation.

- ***A study of the basic socio-political-administrativestructure of the Park and its jurisdiction*** has been done. This work describes all municipalities, Popular Councils and Delegate districts within the Park area.

- ***A Training Manual on Participatory Planning*** has been prepared by the CUI-Havana Project Manager and the PMH Team Sociologist. The manual details steps to undertake when involving the community in planning projects, and highlights the experiences of the PMH-CUI process. The manual was published in early 1998.

- ***Participatory evaluations of two pilot projects (urban agriculture and urban reforestation)*** have been undertaken with involvement from key stakeholders and the affected communities.

- ***Joint planning and partnership building has begun with the four municipalities in the park*** to develop action plans in support of the PMH revitalization strategy.

- ***Continuation of the third cycle of the Park´s planning process, a community-based planning has begun in the community Pogolotti focused on the treatment of solid wastes, the development of recreational possibilities in the neighbourhood, and reforestation.*** This process has been sponsored by the PMH and the community-based Comprehensive Development Workshop, with the support of the

Center Martin Luther King. The community has reviewed the results of the diagnosis and prioritization, and is now moving forward with the planning of specific projects. Work has also continued with the community on the planning of project on the ***management of household solid wastes***.

- ***Continued work with the four municipalities on the development of one-year environmental action plans to support the PMH Revitalization Strategy***.

- ***Formulation of a workplan for the joint planning initiative with 7 of the Parque's major industries***. The process of joint planning has begun with the La Polar Brewery and the Juan Hidalgo Carbonic Gas Factory. Environmental workgroups composed of workers and administration have been created in both. The groups have undertaken an initial assessment of the environmental situation in each plant.

- A ***scale model of the PMH was constructed*** to serve as a tool for community awareness and involvement in the initiative.

- ***Ongoing community and stakeholder involvement in the project,*** especially in the area of development and implementation of pilot projects, as well as a continued effort to ***develop informational, educational and promotional materials*** including: Siempre Verde (the PMH Newsletter), a Park brochure, and other publications.

Objective #5:	***To promote linkages between Canadian and recipient country organizations for professional and business purposes. This includes identifying opportunities for the provision of infrastructure and further technical assistance for multi-lateral and private funding institutions.***

- ***Meetings have been held with numerous Canadian organizations and in many cases strong linkages established.*** These organizations are from various sectors:
  - ◊ ***private sector*** -- Metro Toronto Board of Trade; Michael Wilson International Inc.; Proctor and Redfern; Dillon Consulting; Tarandus Associates Limited; Hough Woodland Naylor Dance; Best Practice Consulting; Tingle and Associates
  - ◊ ***non-governmental organizations*** -- CUSO, CARE Canada, OXFAM Canada, Latin American Working Group, Forest Stewardship Council, Evergreen Foundation, Emery Creek Environmental Association, Foodshare
  - ◊ ***academic sector*** -- University of Toronto's Centre for Urban Forestry, the Montreal Inter-University Group, York University's Faculty of Environmental Studies, CERLAC, and
  - ◊ ***public sector*** -- National Capital Commission, Metro Toronto and Region Conservation Authority, Grand River Conservation Authority, Municipality of Metropolitan Toronto, the cities of Montreal, Toronto, Vancouver, Kitchener and Scarborough, Toronto Economic Development Corporation, Toronto Business Development Centre, and the Ottawa-Carleton Economic Development Corporation, Metropolitan Toronto, Cambridge Opportunities Development Association, Toronto Business Development Centre, Grand River Conservation Authority, Parks Canada.

- ***Collaboration with other Canadian NGOs, Agencies and Organizations***. There are ongoing discussions regarding possible collaboration in the project with IDRC and the Evergreen Foundation as well as the establishments of closer ties between the PMH, the NCC in Ottawa, and the Montreal Botanical Gardens. The project also ***provided technical assistance to the Evergreen Foundation of Toronto and the***

Foundation of Nature and Humanity of Havana to prepare a proposal for the development of a nursery project in the PMH (this project has been awarded funding from CIDA).

- ***Academic Exchange.*** In August 1996, a group of three professionals from the Havana Metropolitan Park (including José Fornes, the Park's Chief Architect and Professor of Urban Planning) participated in a ***student-faculty colloquium at the University of Toronto's Centre for Urban Forestry***. Discussions were held on the potential to establish a formal linkages and student exchanges between U of T's Faculty of Forestry and a university in Havana. During the September 1997 tour, a formal presentation of the strategy development work was conducted for a ***faculty-student colloquium at York University's Faculty of Environmental Studies***, which led to a discussion on possible collaboration and linkages with the Technical University in Havana. The project has also ***facilitated a linkage between Ryerson Polytechnic University (Toronto) and the Havana Technical University (ISPJAE)*** for the exchange of faculty and students in the planning and environment fields in 1999.

- The project has put a strong focus on ***leveraging CIDA funds*** through the development and implementation of a funding strategy. The process of fund-raising became an important focus of the project's 1996 activities with great success as outlined below (it should be noted though that, although the project has been able to attract direct funds, by far the largest source of funds will be coming through Cuban partners):
  - ◊ ***Council of Andalucia (Spain) is funding three large development projects in the PMH (US$60,000; partially funded to date)***: the development of the Forest Park; the renovation of the community of El Husillo and the Zanja Real (a historical area in the PMH); and the development of plans for the linking of the Malecon (the City of Havana's seaside promenade) with the pathway along the North Almendares River.
  - ◊ ***Terranouva (an European Community-funded Italian NGO) through the Foundation for Nature and Humanity is funding a small reforestation project in the Park (US$12,000).*** The project involves the reforestation of the Sacred Forest of Pogolotti for Afro-Cuban religious groups. The PMH, through Terranouva, has also put forward a proposal for the ecological restoration of the PMH (US$270,000) that is being reviewed by the EC.
  - ◊ ***Oxfam Canada is funding an urban agriculture project in the park (CDN$48,000).*** The project involves assisting in the organization and support of the current farmers in the park and in the creation of small farms where farmers can live and cultivate the land using organic farming methods.
  - ◊ ***Canada Fund of the Canadian Embassy Havana is funding the implementation of a sewage treatment system using natural technologies (CDN$10,000).***
  - ◊ ***The Council of Churches of Cuba is funding tools and equipment for the PMH's reforestation and urban agriculture activities (US$5000)***.

- The CUI supported and coordinated the arrangements for a representative of the ***Fundacion de La Naturaleza y el Hombre*** (the Foundation for Nature and Humanity, a Cuban environmental organization) to travel to Ottawa and Toronto in November 1995 and June 1996. The purpose of her trips was to establish working relations with Canadian NGOs and universities and to ***promote the International Roundtable Conference, Rio Almendares SOS.*** While in Canada meetings were held with a number of NGOs, community groups and religious aid organizations; two public meetings (where she was the guest speaker) were organized; and presentations made to the students and faculty of three Canadian universities. The conference, jointly sponsored by the PMH, was held with success in April 1996. It attracted attention to the environmental degradation of the River and promoted partnerships for its remediation. As a result of her trips to Canada, she was funded to participate in an environmental workshop in October 1996 in Toronto. ***Linkages were established between the Fundacion and the Evergreen Foundation***, a Canadian Environmental NGO, to explore the possibility of developing a joint project to support the work of the Park

in the area of reforestation. A proposal to the Environment and Sustainability Program, through CIDA's Partnership Branch, will be submitted in September 1997. ***Canadian Executive Services Organization (CESO)*** also supported the project by sending a Canadian hydraulic engineer to Havana to work with the Fundacion.

- The CUI has become a member of the ***Cuba-Canada Inter-Agency Project (CCIP)***, a bilateral association of Canadian and Cuban NGOs involved in Cuban development activities. A Steering Committee meeting was held in Ottawa in May 1996 where the Charter of Principles was signed by members of the Cuban Steering Committee and the Canadian Steering Committee. CUI was one of the members that signed the Charter of Principles. The CUI was invited but did not join the CCIP's steering committee.

- A ***fund-raising strategy aimed at foreign corporations operating in Havana*** has been developed in coordination with the City of Havana's *Office for Donations and Agreements*. Implementation has begun.

- ***The project is continuing to build linkages within Cuba with both government agencies and local NGOs***. In the first instance, the Project has gained much attention within the government structure and has become one of the City of Havana's development priorities for 1996. Active collaboration exists with a host of government agencies in the areas of water treatment, agricultural development, industrial waste management and urban planning. Cuban NGOs and Agencies presently collaborating in the project include:
  - ◊ ***Group for the Integrated Development of the Capital (GDIC)***, a think tank on urban issues in the Havana provides considerable technical assistance and advice to the PMH.
  - ◊ ***Martin Luther King Jr. Memorial Center*** is working closely with the PMH in implementation of the community-based planning and development project in Pogolotti. PMH staff have also participated in seminars on popular education through the centre.
  - ◊ ***Cuban Movement of Peace for its Peoples***, one of Cuba's peace organizations, publishes the PMH Newsletter at a subsidized rate.
  - ◊ ***Centre for Information on and the Study of Inter-American Relations (CIERI)*** co-sponsored the stay of a German student to work on strategies for the clean-up of the Almendares River.
  - ◊ ***Cuban Council of Churches (CIC),*** representing the Protestant Church in Cuba, has partnered with the PMH in solid waste management and equipping the Ecological Classroom. The Council has also donated funds to the PMH for reforestation and is working with the PMH in developing a second urban demonstration farm.
  - ◊ ***Habitat Cuba*** works in developing housing using participatory methods. The PMH is working with Habitat Cuba in the development of a project to restore housing and public buildings in one of the most densely populated areas of the Parque.
  - ◊ ***Cubasolar*** promotes the use of solar energy in Cuba. The PMH has been working with Cubasolar to develop a demonstration project using this technology.
  - ◊ ***The Fundacion de La Natureleza Y el Hombre*** is collaborating in environmental education and reforestation projects in the PMH.
  - ◊ Other NGOs and agencies involved in the program include the ***Felix Varela Centre, ProNaturaleza, the Cuban Society for Organic Agriculture, Centre for Hydraulic Resources at the Polytechnic Institute José Antonio Echevarria, Centre for Environmental Education (Ministry of Science, Technology and the Environment) and the Almendares Watershed Committee (Ministry of Science, Technology and the Environment).***

- With the support of the ***Centre for European Studies*** which attends to the collaboration of European NGOs in Cuba, the Project organized and held in September 1996 a ***workshop on approaches to collaboration with 10 Cuban NGOs interested in the environment, urban development and community participation***.

- ***The project has attracted foreign students/professionalsto volunteer on the project.*** They include:
  - ◊ A Canadian student from the International MBA program at York University in Toronto, Canada spent three months in Havana and assisted in producing the draft situation analysis and developing an approach to community participation in a neighbourhood in Havana;
  - ◊ A German planner working with K.A.T.E., a German environmental foundation, who assisted with work related to the remediation of the Almendares River;
  - ◊ A hydraulic engineer through the Canadian Executive Service Organization (CESO), who provided technical advice on river restoration matters;
  - ◊ A Master in Environmental Studies from Toronto's York University assisted the community of Pogolotti to launch a project on the management household solid wastes; and
  - ◊ Two architecture and planning students from the University of Bologna presented the results of their two months of work addressing planning and design issues in the PMH.

- At a ***UNDP Donors' Conference*** held in Havana in September 1995, discussions were held with several international agencies active in Cuba and awareness of the PMH project was raised through a CUI-PMH presentation profiling the project.

- In April 1996, CUI presented at a conference entitled ***Cuba In the Changing Global Order*** hosted by the International Studies Association of Glendon College (York University). This conference provided an opportunity to showcase the project and network with Canadian organizations interested or working in Cuba.

- Together with the Fundacion de La Natureleza Y El Hombre, the PMH held a three-day ***International Roundtable Conference, Rio Almendares SOS*** in April 1996. The conference attracted attention to the environmental degradation of the River and promoted partnerships for its remediation. In particular, a paper was presented by the Park Team, *Urban Environmental Action and Participation: The Parque Metropolitano de La Habana*. A follow-up conference has been scheduled.

- In September 1997, a delegation from the PMH, the Cuban Ministry of Foreign Investment and Economic Collaboration ***presented as a case study on the project to CIDA's "Tuesday in the City" series of brown-bag lunch seminars***.

- The Park is in the early stages of ***exploring the feasibility of creating a nursery in partnership with a Canadian private sector company***. Early discussions have been held with City officials, the Ministry of Foreign Investment, private and state-owned nurseries and Havana's Botanical Gardens.

- Conducted and published a ***Preliminary Baseline Aquatic-Biology Survey of the Almendares River in the PMH*** through the in-kind support of Canadian private sector firm Tarandus Associates Inc.

- To date, ***over 60 Canadian organizations have contributed*** to the program by either hosting Cuban officials or by sending personnel to Cuba.

Objective #6:	***To critically evaluate the program's achievements with a view to determining specific areas for Canadian involvement in the recipient country.***

- The CUI and CIDA have completed both ***formal and informal evaluation sessions*** with the Cuban partners and Canadian Embassy officials in September 1995; February/March 1996; June 1997; December 1997. All evaluations were consistent with CIDA's results-based management methods.

- A ***Monitoring Committee*** has been established to evaluate the performance of the project on a quarterly basis.

- A ***Canadian Advisory Committee*** has been established to provide input and assist in on-going monitoring and evaluation of the project on the Canadian side.

- In April 1996, a representative from ***CIDA's Partnership Branch*** travelled to Havana to undertake an evaluation of the project.

- ***Participatory evaluations of two pilot projects for 1997*** (urban agriculture and urban reforestation) were completed.

- An ***evaluation of the Integral Farm Project*** (urban agriculture) was undertaken.

- The ***first cycle of monitoring for the Five Year Workplan*** was conducted in November 1997 with excellent results. The monitoring process focuses on the six key program areas outlined above.

- ***1998 Action Plans for four pilot projects*** (agroforestry; sanitation; construction, installations and investments; communication, environmental education and monitoring) were produced.

- ***Monitoring and evaluation plans for two of the four pilot projects*** (agroforestry; sanitation; construction, installations and investments; communication, environmental education and monitoring) were produced.

- All Canadian and Cuban participants who have travelled on the project were required to complete ***project evaluation surveys***, which the CUI uses as a tool to facilitate performance measurement of its programs and to provide input to our continuous improvement process.

- ***Living documentation*** was maintained on the project as a means of chronicling all aspects of its implementation.

- The ***penultimate evaluation of this phase of the project*** was conducted in December 1997, together with an assessment and design of the next three year phase. This was followed by a final ***joint CUI-PMH evaluation of the project in April 1998***.

4.0 CIDA-CUI COOPERATION FOR HABITAT II, "THE CITY SUMMIT"

Initiated in December 1995 and formally completed in March 1997 (although CUI continues to participate in CIDA's post-Habitat policy and planning process), this project was conducted in partnership with CIDA to assist the agency in its involvement in the Habitat II process. The program had three components:

1. ***Pre-Conference Participation***. To assist CIDA in the preparation for Habitat II and in the development of a coherent position regarding international cooperation in local governance and urban development issues.

2. ***Conference Participation***. To represent Canadian civil society at the Habitat II conference in Istanbul (June 1996) and to share with conference participants the experiences of CIDA and the CUI in their international cooperation work related to local governance and community participation.

3. ***Post-Conference Participation***. To support CIDA in the post-conference period in the refinement, harmonization and implementation of its approach to international cooperation in the areas of human settlements and urban development.

The following outlines the accomplishments of this project.

PRE-CONFERENCE PARTICIPATION:

- To assist in the development of a constructive and meaningful Canadian position for Habitat II, CIDA worked with the CUI to ***conduct a series of pan-Canada consultations on international issues in local governance***. The information generated through these consultations was used to provide input to the third Preparatory Committee Meeting (PrepCom III) for Habitat II, held in New York from February 5-16, 1996, at which the Habitat Agenda was finalized. It was also used to formulate Canada's official position for the Istanbul Conference. The consultations involved three activities:
  - ◊ *Survey* of urban professionals from across Canada,
  - ◊ *Multi-Stakeholder Workshop* to build upon the results of the survey and establish priorities, and
  - ◊ *Expert opinion* from various Canadian professionals (practitioners, academics and others) to refine Canada's position.

- A ***survey was prepared and distributed to 165 urban professionals across Canada*** to solicit their views on: Canadian strengths in local governance; what Canada's priorities should be at Habitat II with respect to international cooperation in local governance issues; and priorities for CIDA's future urban cooperation activities, including steps to take in removing barriers to such activities.

- ***Thirty-two surveys were completed*** by the end of December (giving a response rate of approximately 20%). The sectoral breakdown was as follows: universities and colleges 30%; municipal governments 24%; voluntary sectoral 24%; private sector 12%; industry associations 6%; and provincial governments 3% (does not equal 100% due to rounding). A summary document of the survey results was prepared by the CUI and distributed to workshop participants to provide food for thought for the *January 10th Multi-Stakeholder Workshop*.

- On January 10, 1996, a ***Multi-Stakeholder Workshop*** was held in Ottawa to suggest Canadian priorities at Habitat II; formulate recommendations on the Habitat Agenda; and suggest priorities for CIDA's future urban cooperation activities.

- An analytical paper entitled ***International Cooperation in Local Governance: Stakeholder Recommendations***, documenting the results of the consultation process was produced and sent to the entire network of urban professionals.

- The CUI ***augmented the survey*** on *International Cooperation in Local Governance* by soliciting responses from individuals in the pan-Canada network of urban professionals who did not respond to its initial distribution in December 1995 or participate in the January 10 Workshop. An additional seven surveys were received and incorporated into an addendum of surveys document, giving a new response rate to the survey of 24 percent.

- CUI ***participated in the final Habitat II consultation session*** held in late April 1996 and organized by the Department of Foreign Affairs and CMHC. The session provided an update on Habitat II preparations and sought input on Canadian priorities and objectives. A CUI representative presented the findings of the *International Cooperation in Local Governance* consultation process and provided expert opinion on Canadian priorities and objectives.

- The CUI hosted a pre-conference meeting to assist CIDA in ***coordinating the participation at Habitat II of Canadian organizations*** involved in international cooperation in local governance. The organizations that participated in this meeting were Groupe Interuniversitaire de Montréal: Villes et Développement; Rooftops Canada; and the University of Toronto Centre for Urban and Community Studies.

- The CUI provided feedback on CIDA's ***suggested amendments to the capability section of the Habitat II Agenda***.

- A CUI Associate co-authored a book entitled ***Making Cities Work: The Role of Local Authorities in the Urban Environment.*** Commissioned by the United Nation Centre for Human Settlements, the book was prepared for the Habitat II conference and launched at the World Assembly of Cities and Local Authorities (WACLA) in Istanbul.

CONFERENCE PARTICIPATION:

- The CUI ***represented Canadian civil society and Canadian local authorities active in international municipal cooperation at the Habitat II Conference*** in Istanbul. This involved sharing with conference participants the experiences of CIDA and the CUI in their international cooperation work related to local governance and community participation, as well as learning as much as possible about human settlements issues of importance to Canada. To achieve this, the CUI sponsored an eleven-person delegation with representatives from its CIDA-funded programs around the globe as follows: Canada (4), Latvia (2), Lithuania (2), Estonia (1), Hungary (1) and Mexico (1). Funding for the five Baltic participants was provided by CIDA's Program of Cooperation with Central and Eastern Europe; funding for one of the Canadian participants was provided by the Department of Foreign Affairs and funding for another of the Canadian participants was provided by the United Nations Centre for Human Settlements.

- At the request of the Honourable Lloyd Axworthy, Minister of Foreign Affairs, the Director of the CUI's International Programs Office participated in the Habitat II Conference as a ***non-governmental observer on Canada's official delegation***.

POST-CONFERENCE PARTICIPATION:

- In July 1996, the CUI organized and hold a half-day session for CUI members and guests entitled "Canadian Perspectives on Habitat II". Its purpose was to ***share experiences from Habitat and solicit input for Canada's next steps*** in the aftermath of the Conference. CIDA's Urban Development Specialist was an active participant in this session.

- Organized a meeting between CIDA, the International Council for Local Environmental Initiatives and the Municipality of Metropolitan Toronto and CUI to ***explore the possibility of establishing an urban management best practices centre***.

- CUI staff and associates who participated in the Habitat II conference ***prepared reports for CIDA on various sessions attended***.

- CUI Associate Don Stevenson, together with Nicholas You, Director of Programs of UNCHS, gave ***presentations to CIDA's Habitat II Committee on the outcome of Habitat II*** and provided advice on implementing the commitments made at the conference.

- In September 1996, the ***Director of the CUI's International Programs Office met in Nairobi with Nicholas You, Director of Programs, UNCHS***, as well as Dr. Mohammed El Sioufi, Training and Capacity-Building Section of the Research and Development Division and Mr. Chris Radford of the Technical Cooperation Program of the Urban Management Programme, to discuss Habitat II follow up steps and to explore the concept of establishing a best practices centre in Canada.

- CUI provided assistance to CIDA in the ***organization of a consultative workshop*** with urban and international development experts from across Canada as a follow-up to the Istanbul conference. As part of this, CUI prepared ***a discussion paper on the means by which Canada and CIDA can respond to the Habitat Agenda***, particularly in the area of international cooperation on urban issues. The paper was based on the survey of Canadian urban experts and a workshop undertaken before Habitat II, on participation at Habitat itself, a reading of many of the documents presented to and produced at Habitat II, as well as on post-Habitat discussion with members of the Canadian contingent there. It set out the main results of Habitat II, the challenges posed for Canadian policies and interventions, and proposes new directions in Canada's and in particular CIDA's policies in the urban field.

- Provided ***expert opinion and advice*** to CIDA's Partnership Branch, in particular CIDA's Urban Development Specialist, as an input to the Agency's post-Habitat II activities.

- CUI assisted CIDA to organize and conduct on October 1, 1996 a ***consultative workshop*** with urban and international development experts from across Canada. Under the theme of ***CIDA and International Cooperation: Options for "The City Summit" Follow-up***, the workshop's purpose was to obtain a range of suggestions that will enable CIDA and its partners to develop tools and frameworks suited to the needs and priorities of cities in developing countries. In this way, it began the process of thinking about the most appropriate ways to incorporate the issue of human settlements and urban development in the Agency's programming.

- The CUI assisted CIDA in the preparation of ***a report outlining the outcome of the October 1st consultative workshop.***

- A CUI representative attended in October 1996 on behalf of CIDA ***a series of meetings at the United Nations Centre for Human Settlements*** as follows: 1) an informal briefing by Habitat II Secretary General Wally N'Dow on the Habitat Agenda and the results of the Habitat II conference, 2) a Consultations with Partners session with Dr. N'Dow and 3) a session for the discussion of Human Settlements issues.

- A CUI representative ***conducted a workshop on Canada's and CIDA's involvement in the Habitat II conference and process at the Annual Meeting Between CIDA and the Voluntary Sector***, November 5-6, 1996 in Ottawa.

- CUI participated in a March 1997 one-day ***workshop on capacity-building in the municipal context***. The workshop focused on CIDA officers/managers to help them better identify critical issues to be taken into account in urban development projects. The CUI presented its *Canada-Philippines project* to illustrate the strengthening of institutional capacity of local government and the implementation of a participatory process.

- CUI has provided ***expert opinion and advice*** to CIDA's Urban Development Specialist on the Agency's post-Habitat II activities.

- In October 1997, CUI participated in: 1) the ***World Habitat Day 1997 activities sponsored jointly by CIDA and the City of Hull, Quebec***, and 2) ***CIDA's consultation workshops on the draft "Statement on Sustainable Cities,"*** as well as provided a written submission on this policy document.

5.0 MEXICO

The CUI has been exploring the potential to build on the success of the first phase of the *Canada-Mexico Cooperative Program on Environmental Management* by initiating a subsequent program of technical cooperation. The first phase (October 1994 to March 1995) focused on developing technical tools to implement recently passed legislation for the management of protected natural areas in the State of Aguascalientes, particularly in the Sierra Fria.

The CUI had proposed to support a World Bank-funded project, *Decentralization Program for the Environmental and Natural Resources Management of the State of Aguascalientes* (DENRM Program), spearheaded by the Sub-Ministry of Ecology (within the Ministry of Social Development) and in cooperation with the executing agency the National Institute of Ecology (INE). The main objective of this pilot program is to "strengthen the ability of the State to respond to local environmental issues, by building the technical and organizational capacity and integrating new responsibilities, in order to reduce the federal government's responsibility over environmental management." The decision to pursue this proposal is based on recommendations given by Canadian professionals during the first phase of the program, discussions with CIDA and the Canadian Embassy in Mexico, evaluation meetings with key decision-makers and stakeholders in the State, the advice of INE, and the World Bank's priorities and criteria for Mexico.

It was proposed that the CUI would participate in two aspects of the DENRM Program: 1) the Environmental Education Program -- the focus of this program would be to assist in the design and implementation of a comprehensive and integrated environmental education strategy for the State of Aguascalientes based on substantial stakeholder support and involvement. 2) Geographical Information Systems Program -- the focus of this program would be to assist in the design and application of a comprehensive and integrated GIS strategy for the management of natural protected areas for the State of Aguascalientes.

There were substantial delays in commencing this proposed program due to personnel changes within the Subsecretaria de Ecologia, and delays in the release of necessary funds on the part of the Mexican government. In November 1996, the World Bank initiated a joint visit to Aguascalientes with the Director of the CUI's International Programs Office and the National Institute of Ecology (INE) to expedite the initiative. Based on this findings of this mission, it was decided to put this undertaking on hold until the local situation is more conducive to commencing project activities. Although we could not commence activities in this program during the life of the IAPSUM program, the CUI still maintains a strong interest in undertaking this initiative.

6.0 THAILAND

7.1 STRATEGIC URBAN MANAGEMENT INITIATIVE -- PHUKET, THAILAND

In partnership with the Urban Management Program (UMP) Asia-Pacific (UNDP/UNCHS), the CUI conducted a three-day training workshop on multi-stakeholder strategy development for the Municipality of Phuket, Thailand in November 1997. The workshop covered the following subject areas: municipal strategic planning, stakeholder involvement, tourism development, environmental management and solid waste management. The experience of the CUI's work on the Canada-Philippines Cooperative Program in Guimaras and Boracay was profiled, and the CUI's Guide to Municipal Strategy Development was used as a key learning tool.

The workshop achieved the following:

- ***Provided training and produced useable outputs***. The workshop used action learning techniques. In a training format, the participants identified Phuket's assets and liabilities, generated consensus on critical issue areas, and determined key objectives and action steps for addressing priority issue areas such as: mapping of environmentally sensitive and natural resource areas, improving solid waste management along tourist transportation routes, improving the level of service for tourists, and developing a plan to improve the attractiveness of the Patong resort area.

- ***Cooperation between local stakeholder groups on Phuket***. Approximately 40 Thai professionals and officials from local government institutions, business associations and community organizations participated in the workshop.

- ***Coordination between local and international agencies involved in urban and environmental management***. The Asian Institute of Technology and Thailand Environment Institute, the country's foremost agencies involved in the urban and environmental management fields, made presentations and acted as resource persons and facilitators. The UMP and the International Centre for Sustainable Cities (Canada), international cooperation organizations with active programming in Phuket, played similar roles.

As a result of this experience, the CUI has been asked by UMP and the Municipality of Phuket to continue to play a professional role in their joint project.